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United Nations

# Executive Board of the United Nations Development Programme/United Nations Population Fund

## Report of the Executive Board on its work during 1999

Economic and Social Council
Official Records, 1999
Supplement No. 15

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# NOTE

Symbols of United Nations documents are composed of capital letters combined with figures.

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# Part one

## FIRST REGULAR SESSION

Held at United Nations Headquarters from
25 to 29 January 1999

# I. ORGANIZATIONAL MATTERS

1. The outgoing President, H. E. Mr. Jacob Botwe Wilmot (Ghana), opened the session. He thanked the outgoing Bureau, delegations and staff who had enabled the successes of the Executive Board in 1998. He gave a brief overview of the activities of the Bureau since the third regular session 1998 and cited the landmark legislation adopted by the Board in 1998. Those decisions had pointed to the dedication and spirit of partnership of the Board that would ultimately make a difference in the lives of the real stakeholders, those people living in poor and uncertain conditions around the world. He was proud that the Board had always ensured that the least developed and other low-income countries had received priority attention.

2. The Executive Board elected the following members of the Bureau for 1999:

| | |
|---|---|
| President: | H. E. Mr. Asda Jayanama (Thailand) |
| Vice President: | Ms. Jana Simonova (Czech Republic) |
| Vice President: | H. E. Dr. John W. Ashe (Antigua and Barbuda) |
| Vice President: | Ms. Anne Barrington (Ireland) |
| Vice President: | Mr. Aboubacar Dione (Guinea) |

3. In the absence of the President, the Vice-President, H. E. Dr. John W. Ashe (Antigua and Barbuda), presided over the meeting.

## Agenda and work plan

4. The Secretary of the Executive Board elaborated on the elements contained in document DP/1999/L.1, the provisional agenda, list of documents and work plan for the session. She noted that all the official documents for the session had been posted on the Internet in the language of submission by 14 December 1998, six weeks before the beginning of the session. They were currently available in official languages. Conference room papers had also been posted on the Internet and were available in the three working languages. She noted that a corrigendum to document DP/1999/5 had been distributed.

5. The Assistant Administrator and Director of the Bureau for Administrative and Financial Services noted that document DP/1999/5 had initially been submitted for information only. However, it would now be reviewed by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and submitted to the Executive Board for approval. The corrigendum to document DP/1999/5 suggested how to proceed on the matter.

6. The Secretary noted that the work plan for the session had been distributed separately that morning and included the informal sessions to be held during the week. She underlined that the Secretariat had not received any request for a separate discussion of UNDP country cooperation frameworks (CCFs) or UNFPA country programmes before the Executive Board for adoption at the present session. However, time would be allowed for a general discussion on CCFs under item 4 and on UNFPA country programmes under item 10. Informal meetings were scheduled on UNDP activities in Myanmar, on the financial situation of UNFPA, and on the situation in Central America after Hurricane Mitch. The names of resident representatives present in New York during the session had been posted on the bulletin board. She also noted that a special exhibit had been put up on UNDP activities in Africa.

7. One delegation proposed that item 8 on financial, budgetary and administrative matters be postponed to the second regular session 1999.

8. The Executive Board approved the agenda and work plan for its first regular session 1999 (DP/1999/L.1) as amended.

9. The Executive Board approved the report of the third regular session 1998 (DP/1999/1).

## Work plan 1999

10. The Secretary introduced the draft work plan for the Executive Board in 1999 (DP/1999/CRP.1). The work plan was based on the draft presented at the third regular session 1998 and took into account decisions taken at that session. The plan was designed to help to plan and rationalize more effectively the work of the Board, with increased specialization of the first and second sessions while maintaining a flexible approach. The agenda for the future sessions would be amended and completed on the basis of decisions taken at each previous session and in particular at the present session in relation to the follow-up to decision 98/23 on the UNDP funding strategy.

11. A major feature of the second regular session would be the funding event, as decided by the Executive Board in decisions 98/23 and 98/24 on UNDP and UNFPA funding strategies. As it appeared in the work plan for 1999, the second regular session was scheduled for 5 to 9 April. However, at the request of several delegations, the secretariat had looked into the possibility of changing the dates from 5 to 9 April to 12 to 16 April. The Commission on Sustainable Development had cancelled its meetings previously scheduled for that week and the delegations of Austria and India had informed the Secretariat that their Ambassadors agreed that the meeting co-chaired by them on Financing of Development would not be scheduled for the week of 12 to 16 April as previously envisaged.

12. Changes in the format of the annual report of the Administrator for 1998 were proposed by the secretariat, in order to make the report more analytical, shorter and easier to read. The present year should be considered as a transition year. The approach to the annual report of the following year would be reviewed in relation to the requirements of the multi-year funding framework. The special event to be held during the annual session 1999 of the Executive Board would be organized by UNDP. Following informal consultations with the Bureau, it was decided that the theme would be "Managing development in a globalized world". The High-Level Meeting on Technical Cooperation among Developing Countries would be held from 1 to 4 June 1999 and its report transmitted to the annual session 1999 for information.

13. The third regular session 1999 was essentially a financial and budgetary session. The biennial budgets for UNDP, UNFPA and UNOPS would be submitted. In the cases of UNDP and UNFPA, the biennial budgets would take fully into account the decisions of the Executive Board regarding the new funding strategies. The United Nations Capital Development Fund would report on the result of the evaluation of its performance over the past three years. Reports on reviews of CCFs undertaken in 1999 would be made available to the Executive Board at the third regular session 1999 or the first regular session 2000. A list of the reviews scheduled in 1999 was available to the Board.

14. The Executive Board agreed to reschedule its second regular session 1999 from 5-9 April 1999 to 12-16 April 1999.

15. One delegation requested that on page 5, section E, of the draft work plan, the words "including on funding" be replaced with "including resource goals". Another delegation requested that the theme of the special event 1999 include a specific focus on the role of UNDP.

16. The Executive Board approved the annual work plan 1999 for the UNDP/UNFPA Executive Board as orally amended.

17. The Executive Board agreed to the following schedule of future sessions of the Executive Board in 1999:

| | |
|---|---|
| Second regular session 1999: | 12-16 April 1999 |
| Annual session 1999: | 14-25 June 1999 (New York) |
| Third regular session 1999: | 13-17 September 1999 |

18. The Executive Board agreed to the following tentative schedule of future sessions of the Executive Board in 2000:

| | |
|---|---|
| First regular session 2000: | 24-28 January 2000 |
| Second regular session 2000: | 27-31 March 2000 |
| Annual session 2000: | 12-23 June 2000 (Geneva) |
| Third regular session 2000: | 11-15 September 2000 |

19. The Executive Board agreed to the subjects to be discussed at the second regular session 1999 of the Board, as listed in the annex to decision 99/3.

## Statement by the Administrator

20. The Administrator thanked the outgoing Bureau and members of the Executive Board and welcomed the new Bureau and incoming Board members. He introduced the new Associate Administrator, Mr. Zéphirin Diabré, who had taken up his duties on 15 January. He paid tribute to the outgoing Associate Administrator, Mr. Rafeeuddin Ahmed, who had served since October 1994. He also announced that Ms. Elena Martinez would take over as Assistant Administrator and Director of the Regional Bureau for Latin America and the Caribbean, replacing Mr. Fernando Zumbado, who had headed the Bureau for eight years.

21. The Administrator assured the Executive Board that during his remaining months with UNDP he would put all of his efforts into implementing the key legislation adopted by the Board in 1998. He noted the seriousness with which UNDP took the implementation of decision 98/23 on funding, the item that remained the organization's number one challenge. UNDP was committed to results. He thanked those countries that had increased or maintained their contributions to UNDP. He also briefed the Executive Board on the senior management meeting held from 18 to 20 November 1998 on UNDP and its future, on UNDP efforts regarding the Year 2000 (Y2K) problem, and announced a briefing to be held on UNDP and UNFPA activities regarding the aftermath of Hurricane Mitch.

22. The Associate Administrator stated that it was an honour to serve UNDP and the Administrator, who had done so much to combat poverty. He noted his appreciation for the work of his predecessor, whom he held in great esteem. He

was committed to advancing the cause of development and looked forward to working with the Executive Board.

23. One delegation announced that it would maintain its core contribution at the current level subject to final parliamentary approval. Some non-core contributions could be increased, again subject to final approval. Development was very important to his delegation, whose Government was presently advocating a new development strategy based on the concept of country ownership. The recent Tokyo International Conference on African Development II had been a great success. The speaker thanked UNDP for its constructive role as co-organizer.

24. One delegation, speaking as head of the Group of 77, praised the commitment to development of both the Administrator and the outgoing Associate Administrator. He underlined the importance of the funding meeting, which would highlight the commitments of Governments to UNDP. Input from UNDP for the Conference on Financing for Development would be welcome.

25. Another speaker proposed that the secretariat distribute a letter outlining the purpose and procedure to be followed for the funding meeting to be held at the second regular session 1999.

26. Another speaker noted that the documents presented at the current session were rather technical in nature. It would be more useful if the Executive Board gave more general policy guidance rather than becoming specialists in all areas of UNDP. He also emphasized the key role of the Executive Board in resource mobilization. The Board should avoid micro-management - less technical documentation would be a step in the right direction.

27. The Administrator stated that UNDP must maintain its basic principles, particularly with regard to the multi-year funding framework. UNDP had worked on defining its new mission and focus in recent years - one of the results was the change management process. However, funding remained the largest problem for the organization, and UNDP would indeed welcome an examination of the role of the Executive Board in funding, as suggested by one speaker. He affirmed that UNDP would like to work on an input to the Conference on Financing for Development.

## Statement by the Executive Director

28. The Executive Director congratulated the new Bureau on its election and thanked the outgoing Bureau for its excellent guidance during 1998. She also noted the very good relationship that UNFPA had enjoyed with the outgoing Associate Administrator. She welcomed his successor and stated that UNFPA looked forward to working closely with him.

29. The Executive Director noted that the coming year would be an exciting yet very demanding one for UNFPA. The ICPD+5 process was intensifying as it entered the last six months of a two-year review and assessment. The Hague Forum would meet 8-12 February; the Preparatory Committee of the Commission on Population and Development (CPD), 24-31 March; and the Special Session of the General Assembly, 30 June-2 July.

30. She updated the Executive Board on progress made by UNFPA on the multi-year funding framework called for in decision 98/24. In view of the nature and importance of the exercise, she had established an interdivisional working group

within the Fund to work on the framework and to prepare the conference room paper that would be submitted to the Board at its second regular session 1999. The working group had undertaken an extensive consultative process with others in the United Nations system as well as with development cooperation agencies to learn from their experiences in results-based approaches. The working group had also convened several highly productive workshops, both in-house and with the Fund's partners in the United Nations system, and was making sure that both headquarters and field offices were involved.

31. She observed that UNFPA had many of the elements of the framework in place but needed to link those elements within a comprehensive framework of results and resources. That would be done incrementally through an evolving four-year corporate plan that specified baselines at the beginning of the period and benchmarks to be achieved by the end of the period.

32. The Executive Director outlined some of the challenges and priorities of UNFPA for 1999. The central challenge was to implement well-designed and well-managed programmes. Another challenge was to ensure that all UNFPA country programmes had adequate baseline data and that systems were put in place to document, monitor, analyse and understand the progress made and results produced. Monitoring and evaluation were a top priority and a shared responsibility of all staff, as were accountability and oversight. The greatest challenge, however, was securing predictable, assured, continuous and increased resources. UNFPA had faith that its support could, and did, make a difference. But it also knew that it had to demonstrate that and show the results of the Fund's work. The Fund looked to the multi-year funding framework to help in that endeavour.

33. She introduced Ms. Thoraya Obaid to the Executive Board. Ms. Obaid, the newly appointed Director of the Division for Arab States and Europe, had brought with her extensive field experience and knowledge, having served for 23 years with the Economic and Social Commission for Western Asia, most recently as Deputy Executive Secretary.

34. The Executive Director concluded by noting two milestones that held special significance for UNFPA: the arrival of the six billionth person on earth and the thirtieth anniversary of UNFPA, both to take place some time in October 1999.

35. Several delegations took the floor and expressed their appreciation for the Executive Director's comprehensive statement and offered congratulations on the upcoming thirtieth anniversary of the Fund. The delegation of Japan announced that its Government would maintain its 1999 contribution to UNFPA at its present level, subject to Diet approval. The delegation noted that its Government was a great supporter of UNFPA and had been the Fund's largest donor for a decade and would continue its close cooperation with UNFPA. The delegation welcomed the Fund's ICPD+5 activities and hoped that UNFPA would work together with the United Nations Population Division on preparations for the Special Session of the General Assembly. Another delegation welcomed the appointment of the new Director, Division for Arab States and Europe. One delegation was pleased to note the Fund's lead role in the ICPD+5 process. The delegation thanked the host country, UNFPA and other donors for making the Hague Forum possible. The delegation underscored that its country benefited greatly from the work of UNFPA and appealed to donors to continue to support the Fund generously.

36. The Executive Director thanked the delegations for their comments and for the congratulatory wishes offered on the occasion of the Fund's forthcoming thirtieth anniversary. She assured the Executive Board that UNFPA was working very closely with the United Nations Population Division on all aspects of the ICPD+5 process, including preparation of the report of the Secretary-General. She welcomed the views of the new Board member concerning both the need for a greater focus on resource mobilization and a closer and more active involvement of the Board in mobilizing resources. She added that a number of donors were working with the Fund to help mobilize resources. She noted that with the change from the Governing Council to the Executive Board, the agenda was more focused and there was a trend to move away from micro-management. She stated that since the ICPD the Fund had held many important dialogues with the Board and had benefited greatly from the Board's guidance on such key issues as programme priorities, the allocation of resources, and the development of indicators. She added that the Fund was currently engaged in a very important exercise - the development of a multi-year funding framework, which was being prepared in response to a key decision (98/24) of the Board.

## UNDP/UNFPA segment

## II. RECOMMENDATIONS OF THE BOARD OF AUDITORS

### UNDP

37. The Assistant Administrator and Director of the Bureau for Financial and Administrative Services (BFAS) introduced the report on an updated overview of the implementation of recommendations of the Board of Auditors, including an updated timetable (DP/1999/3) and the related comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (A/53/513). She noted that in nearly all cases, UNDP had reached agreement with the Board of Auditors on the substance of their recommendations and on the follow-up required. She elaborated in her statement on two issues: (a) the qualification of the UNDP accounts because of insufficient receipt of audit certificates of nationally executed projects and (b) the comments relating to UNDP investments in information systems and in consulting services to assist the change management process.

38. With regard to nationally executed projects, the Assistant Administrator noted that the difficulty in obtaining audit certificates was not a new issue and UNDP had been working very hard to address the concerns raised by the Board of Auditors. Recent efforts had led to significant progress, with the level of audited expenditures at 73 per cent for the past biennium as compared to 1990, when the level stood at 3 per cent. However, the elements of timing with regard to the report of the Board of Auditors and national capacity constraints needed to be taken into consideration. The new national execution guidelines, issued in May 1998, included the recommendations of the Board of Auditors, including capacity requirements, and allowed for a programme country government to involve a private sector audit firm when its own capacity was insufficient. UNDP planned to develop an action plan to deal with the unsatisfactory aspects reported in some nationally executed projects.

39. The Assistant Administrator informed the Executive Board that the Administrator was undertaking the investigation suggested by ACABQ with regard to obtaining value-for-money from investments in its information systems and

contracted services. The Administrator would report to ACABQ on its results later in the year. She noted in the context of those issues that the total amount spent on information management included, in addition to investment in software development, all equipment purchased, as well as services and salaries to maintain and operate the information technology platform in UNDP, both at headquarters and all non-headquarters locations, including country offices.

40. With regard to the change process, she clarified that the $4.4 million estimate quoted by the reports represented only the estimate for the design phase of the change process. When the change management plan was presented to the Executive Board at its annual session 1997, no specific figure was given for the costs for change since they were still being identified. The updated change implementation plan contained in document DP/1997/CRP.22 clarified that the 1998-1999 biennial budget would bear $5.8 million for the subregional resource facilities (SURFs) and $4 million for vacancy management, with remaining costs covered by the Swedish Trust Fund and contributions from donors, subject to negotiations with those parties.

41. Many delegations welcomed the report and expressed satisfaction with the follow-up measures.

42. Several speakers voiced their concern about the qualification of the UNDP account because of insufficient receipt of national execution audit certificates. One speaker, noting that the UNDP audit report had been qualified previously for the same reason, urged quick action to resolve the problem as it made it difficult for her Government to defend its contribution to UNDP in the national parliament. Another speaker requested further explanation of the high level of expenditures in the context of nationally executed projects. One speaker underlined the need for country offices to be fully trained with regard to cash management tools so that they could promote the self-reliance of programme countries in carrying out nationally executed projects. The new guidelines on national execution were welcomed.

43. One delegation underlined that there was no single mode of national execution as it varied according to national systems and circumstances. Another speaker urged the streamlining and standardization of modalities for choosing auditors at the country level.

44. Other subjects raised by delegations included the level of advances given to executing partners by UNDP, the intention of UNDP to investigate the role and duty of personnel at headquarters, and the Y2K issue.

45. The Assistant Administrator and Director, BFAS, responded to the queries raised. She noted that the Consultative Committee on Programme and Operational Questions (CCPOQ) had endorsed the guidelines for common premises and services and that those guidelines had then been sent to all resident coordinators. UNDP was in compliance with Y2K, including with regard to software development at headquarters and in country offices. UNDP had also looked into its relationships with banks and utilities and had taken the necessary steps with regard to Y2K. Further efforts in 1999 would be reported to the Executive Board.

46. With regard to the comments raised on the level of advances to contractors, the Assistant Administrator agreed that there should be a specific consultation with the Board of Auditors on that issue. She did not think a one-month benchmark

would be sufficient. She noted that changing the way advances were made, as suggested by one delegation, would be a major departure from existing practice with regard to United Nations specialized agencies. Moreover, the level of programme expenditure in that area was not large enough to merit the requisite effort needed to make a systemic change.

47. In response to a query raised, she noted that the Director of the Office for Audit and Performance Review would carry out the inquiries requested by ACABQ. The findings would be reported to ACABQ and made available to the Executive Board.

48. The Executive Board took note of the report on an updated overview of implementation of recommendations of the Board of Auditors, including an updated timetable (DP/1999/3).

## UNFPA

49. The Executive Board had before it a report prepared in response to decision 97/2, entitled Follow-up to the Report of the Board of Auditors for 1996-1997: Status of Implementation of Recommendations (DP/FPA/1999/2). In introducing the report, the Deputy Executive Director (Policy and Administration) highlighted the key measures undertaken by UNFPA to implement the recommendations of the Board of Auditors, pertaining to, inter alia, financial procedures, programme management, property management, human resource management, and Y2K compliance.

50. During the discussion that followed several delegations took the floor and commented, inter alia, on issues concerning national execution; procurement; advances and outstanding disbursement reports; the UNFPA Policies and Procedures Manual (PPM); and Y2K compliance. One delegation took note of the fact that the UNFPA management had taken action, including close supervision of the concerned division, with regard to a procurement problem. Concerning the issue of outstanding advances, the delegation proposed that a reimbursement system be set up whereby the executing agencies would provide the advances and be reimbursed later. Such a system would encourage the executing agencies to be more prudent and careful in making advances. With regard to the issue of a balance between headquarters and field staff, the delegation emphasized that adequate expertise should be maintained at headquarters. The delegation wondered if that issue had been included in the terms of reference of the auditors.

51. Another delegation stated that it was satisfied with the follow-up actions taken in implementing the recommendations of the Board of Auditors; however, it was concerned that the opinion of the Board of Auditors was qualified because significant parts of the expenditure were not covered by audit certificates. The delegation called upon both UNDP and UNFPA to resolve those issues and underscored that such matters made it difficult for its Government to defend its contributions in budget negotiations. With regard to the ACABQ request for the special investigation of one procurement case at UNFPA, the delegation stated that the investigation provided an opportunity to reconfirm the atmosphere of trust that prevailed between the Executive Board and the Fund. Concerning project personnel employed at headquarters, the delegation advised that their role and duties should be examined. One delegation, while welcoming the follow-up undertaken in response to the recommendations of the Board of Auditors, asked when the standards and guidelines for premises-related expenditure would be established. The delegation also asked for a clarification on the issue of advances and disbursement reports.

52. One delegation, while noting the importance of finding solutions to national execution issues, within the existing rules and regulations, stressed that implementation would not be possible without adequate training of field office staff. Another delegation, while welcoming the participatory approach used in the preparation of the PPM, asked when the manual would be finalized. The delegation also asked what was being done in terms of enforcement regarding expediting the receipt of outstanding disbursement reports for non-governmental organization (NGO)-executed projects. Concerning project closure, the same delegation was pleased to note the progress made and inquired if some mechanism had been put in place to ensure timely closure of projects in the future. The delegation welcomed the workforce planning exercise under way and asked if the field offices were also involved. The delegation was pleased to note the steps taken by UNFPA to make its systems Y2K compliant. One delegation stated that the procedures for selecting auditors at the country level should be standardized and streamlined. The delegation wondered who should have the final say in the selection of auditors and noted that, in the interest of transparency and accountability, national authorities should be kept informed of the reasons for rejecting certain auditors. Another delegation noted with satisfaction the efforts made by UNFPA to comply with the recommendations of the Board of Auditors.

53. In his response, the Deputy Executive Director (Policy and Administration) thanked the delegations for their comments and noted that with regard to the procurement incident referred to by some delegations, it should be emphasized that the procurement in question concerned products that required specific creative and artistic talents that were difficult to quantify. Such procurement differed fundamentally from, for example, the procurement of medical equipment, contraceptive commodities or vehicles. Nevertheless, the Fund would continue to stress the need to apply strictly the established procedures for procurement. He noted that with regard to national execution, the issues were being addressed using a system-wide approach. Concerning the qualified opinion of the Board of Auditors, the Deputy Executive Director stated that the Fund was having discussions with the auditors on a revised system for certified project reports, which would require the submission of annual auditing plans. That would require changes in the Fund's financial rules, which UNFPA would present to the Executive Board at a later session. UNFPA would bring that before the Board at a later session in 1999. With reference to the finalization of the PPM, he noted that as a participatory process was being followed, it might be difficult, at that time, to provide a precise date; however, he anticipated that the administrative and financial manuals would be completed by September. Concerning the closure of projects, he stated that the Fund was exercising close monitoring and had an appropriate procedure in place. He informed the Board that the workforce planning exercise currently under way was assessing posts at headquarters during the first phase and would assess field office posts during its second phase. He expressed his appreciation for the comments made by delegations concerning the Fund's Y2K compliance. He agreed with the suggestion that procedures for the selection of auditors at the country level should be standardized and streamlined. He underscored that the selection at the country level was always made in consultation with the national authorities.

54. In response to the comments on advances and outstanding reimbursement reports, the Chief, Office of Oversight and Evaluation, stated that while 100 per cent compliance might not yet have been achieved, UNFPA was emphasizing strict adherence to the requirements for paying and controlling advances as set forth in the Finance Manual, including limiting advances to no more than one

quarter's expenditure. She noted that the internal auditors examined that regularly within the context of audits of UNFPA country offices. She observed that there was a need to strengthen capacity in the area of financial and cash management, particularly for staff in the country offices.

55. The Executive Board took note of Follow-up to the Report of the Board of Auditors for 1996-1997: Status of Implementation of Recommendations (DP/FPA/1999/2).

## UNDP segment

## III. PROGRESS REPORT ON UNDP 2001

56. The Administrator introduced the progress report on the implementation of change management (DP/1999/CRP.2). In his remarks, he highlighted the major achievements of the change management process and referred to those aspects where there had been delays or difficulties in implementation. He observed that there had been appreciable progress in all the key strategic issues since the launching of the programme in May 1997.

57. Referring to decentralization as the central theme of UNDP 2001, the Administrator stated that UNDP could fairly claim to be positioning itself as one of the most decentralized agencies in the development business. He cited examples of several 2001 initiatives that were contributing to that outcome, including the subregional resource facilities (SURFs), new streamlined programme and finance manuals, and new guidelines on national execution, collaboration with the private sector and on decentralized cost-sharing agreements.

58. The Administrator stated that several human resource policies approved by the UNDP Executive Committee during the course of 1998 would have a positive impact on the effectiveness of country offices. The national staff career management policy, the first of its kind in any United Nations system organization, would enhance the professional capabilities and career horizons of national staff. Phase 2 of the UNDP gender balance policy, which aimed to have a 4:6 women to men ratio by the year 2001, was contributing to enhancing the number of women staff members at all levels. For example, between 1995 and 1998, the number of female Assistant Administrators had tripled. During the same period, female staff at the D-2 level had exceeded the 20 per cent target. The number of women Resident Representatives had risen from 14 in 1996 to 30 in 1998.

59. The Administrator informed the Executive Board that UNDP was using a fast-track mechanism for the selection and deployment of staff in country offices in countries in special development circumstances. UNDP was moving ahead with its plan to introduce competency-based approaches to the staffing of other offices. The Administrator also explained that the growth in the number of staff at headquarters was due to an increasing number of contracts for activities of limited duration. Similar appointments had been made in the area of crisis response. He advocated that functions such as those were not always comparable to core posts and, therefore, there was a need to weigh their utility differently. He assured the Board that the 2000-2001 budget strategy would include measures for managing staff growth at headquarters.

60. The Administrator also reviewed information contained in the conference room paper on systems improvements, noting that all headquarters staff had access to the internet, and that 125 country offices had internet access, with 64 connected internally by intranet.

61. Other areas covered by the Administrator included problems in carrying out the five-day response mandate for requests from country offices, building an accountability culture in UNDP, and the contribution of UNDP to the overall United Nations reform process through the United Nations Development Group and the United Nations Development Assistance Framework exercise.

62. Many delegations made favourable comments on the quality of document DP/1999/CRP.2, noting in particular its candid approach to bringing out accomplishments while acknowledging slow progress in some of the change-management initiatives. Several speakers considered the document to be informative and balanced and therefore credible. Delegations also welcomed the Administrator's invitation to seek guidance and suggestions to move the change management process forward, thus ensuring that UNDP would be fully equipped to respond to the new results reporting system under the multi-year funding framework (MYFF).

63. Some delegations highlighted the importance of the role of UNDP in disaster prevention and mitigation, and appreciated the organization's work in the mine-action programme. The fast-track staff support to crisis countries was welcomed. The Administrator responded that UNDP should enhance its resource support to natural disaster mitigation through concerned national Governments. One speaker requested that UNDP share its programme and other manuals with Member States so that national Governments could become fully conversant with the new systems. In the context of the proposed resource and results framework, several delegations emphasized the need for realignment of the manuals to the new framework.

64. One delegation requested information on how UNDP would achieve the target of deploying 25 per cent of its headquarters staff to country offices. In response, the Assistant Administrator, Bureau for Planning and Resource Mobilization, stated that vigorous efforts would be made in the context of the strategy for the 2000-2001 budget.

65. Some speakers underlined the important role of the SURFs in the development process of the programme countries and suggested that coordination of their activities be strengthened to ensure optimal use of such technical resources. It was suggested that UNDP undertake an impact study of the SURF mechanism at a future time in order to determine its actual and real potential for system-wide application. The Assistant Administrator, Bureau of Planning and Resource Management (BPRM), assured the delegations that UNDP was mindful of the impact assessment and a thorough assessment will be carried out in due course with client satisfaction in mind.

66. Several delegations praised the higher degree of national execution of UNDP activities, a factor that had implications for capacity-building in the programme countries. Issues such as decentralization and delegation, greater accountability measures, increased use of information technology, national staff management and the gender-balance policy were recognized as important accomplishments in the context of UNDP 2001.

67. Several speakers requested that UNDP focus greater attention on the slow moving issues of UNDP 2001 referred to by the Administrator and contained in document DP/1999/CRP.2. Progress on those issues should be highlighted in future reports.

68. Some delegations emphasized the need for the resident coordinator to pay increased attention to emergency assistance programmes, food security, gender and development. In that context, it was important that through decentralization, the resident coordinator be given more flexible controls in order to provide support to programme countries. The Administrator explained that in countries with special development situations, resident coordinators had been advised to devote their time fully to the resident coordinator function in order to respond effectively to the needs of the system. In such cases, the UNDP senior deputy resident representative assumed responsibility for management of UNDP programme activities.

69. The Executive Board took note of the progress report on the implementation of change management (DP/1999/CRP.2).

## IV. COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

### Successor programming arrangements

70. The Administrator introduced conference room paper DP/1999/CRP.3, which provided the information requested in decision 98/19 on the review of the successor programming arrangements. He stated that it was imperative to reach a decision at the current session in order to resolve the difficulties that had arisen in applying the approved targeted for resources assignment from the core (TRAC) distribution model, so that countries could proceed with future programme planning.

71. Of the various options presented in document DP/1999/CRP.3, the Administrator stated that adjusting the gross national product (GNP) per capita breakpoint between low- and middle-income countries from $750 to $900 most closely adhered to the main principles of programme resource allocation in UNDP. That option ensured enhanced focus on low-income countries and least developed countries, many of them located in Africa, where UNDP had always concentrated the bulk of its resources. Furthermore, the option also safeguarded the principle of a gradual move to net contributor country (NCC) status for countries that achieved a higher GNP per capita, since it allowed floor provisions for the middle-income group to be met.

72. The Administrator reaffirmed the principle of universality and underlined the important role that UNDP played in NCCs through the resident coordinator system and participation in self-financed development activities. In the long run, he expected that involvement to lead to a more significant level of voluntary contributions from the NCCs. He noted the importance of safeguarding the role of NCCs within the UNDP family and invited the Executive Board to provide guidance on the issue of NCC thresholds. In that regard, he referred to the explanation contained in document DP/1999/CRP.3 regarding the marginal financial impact of an adjustment to the threshold.

73. The more-than-forty delegations taking the floor noted that the high quality of document DP/1999/CRP.3 as well as the discussions in informal consultations constituted a solid platform for deliberations on the successor programming arrangements. Most speakers stated that it was important to reach a decision at the current session. Many representatives of programme countries cited examples of the positive impact of cooperation with UNDP. A number of speakers from NCCs noted the need to maintain momentum for development in graduating countries and the need to pursue technical cooperation among developing countries more actively.

74. The majority of speakers supported adjusting the GNP per capita breakpoint between low and middle-income countries in the TRAC distribution model from $750 to $900. Some delegations noted that the proposed figure compensated only partially for inflation since the last adjustment in 1985, and was comparable to the current International Development Association (IDA) figure. One delegation noted that the 88 per cent share of TRAC allocated to low-income countries as defined by a $750 GNP per capita breakpoint was considered a comparative advantage of UNDP and should, therefore, not be treated in an ad hoc manner.

75. The use of 1997 basic data in the TRAC calculation model was generally supported. Many speakers, recalling that alternatives to GNP and population data had been reviewed as background to decision 95/23, suggested that future reviews of the successor programming arrangements also examine parameters that might serve as supplementary indicators of poverty and the need for development assistance. It was noted that the revised breakpoint option was consistent with the focus on low-income countries and least developed countries, especially in Africa. A number of delegations reiterated the importance of reaching the target of $1.1 billion in contributions to core resources per year if those allocations were to be attained in absolute terms, with some of the speakers suggesting measures that would guarantee such allocations.

76. Most delegations taking the floor indicated that the NCC threshold should be maintained at its current $4,700 GNP per capita level, with some noting that it had been increased to that level under decision 95/23. Hence, a decrease would ignore recent inflation levels. One speaker suggested an increase in line with the current World Bank figure of $5,400 GNP per capita.

77. Several delegations were in favour of lowering the threshold to $4,000 GNP per capita, with some stating that a decreased level would counterbalance the proposed increase in the breakpoint between low- and middle-income countries and reflect the emphasis of UNDP on progressivity, especially when faced with resource constraints. Those speakers who took note of the treatment of NCCs as a separate group and the elimination of reimbursable TRAC beyond the three-year grace period were supportive of such changes, with several requesting clarification of the proposed local reimbursable revolving TRAC and its impact on both NCCs and UNDP. A few representatives underlined that conditionalities on NCC voluntary contributions would not be acceptable.

78. Several speakers indicated that the analysis on NCCs in document DP/1999/CRP.3 was insufficient to examine the richness of and interest in the issues involved, and had been overshadowed by deliberations on the breakpoint between low- and middle-income countries. Those delegations supported a more comprehensive examination of the issues relating to NCCs in future reviews of the successor programming arrangements.

79. A few delegations stated that it was premature to consider the programming implications of the United Nations Development Assistance Framework (UNDAF) on the basis of its pilot phase. They stressed the need for government participation in the UNDAF process and supported its important role in aid coordination.

80. The Administrator and the Assistant Administrator, BPRM, responded to questions raised by delegations. It was noted that future reviews of both the NCC issue and the parameters of the TRAC distribution methodology would be useful. It was clarified that the change in reimbursable TRACs involved very small sums of money but would result in greater administrative simplicity and transparency. The level of the local revolving fund mechanism would be established with the government at the country level for the purpose of programme planning. No changes were proposed in NCC government local office costs arrangements, a matter that would normally emerge in the context of the biennial support budget, scheduled as an item for discussion by the Executive Board at its third regular session 1999.

81. The Executive Board adopted the following decision:

### 99/2. Successor programming arrangements

The Executive Board

1. Takes note of the additional information on the review of the successor programming arrangements contained in document DP/1999/CRP.3;

2. Recalls that in its decision 98/19, the Executive Board, *inter alia*:

(a) Decided to apply the various financial planning parameters of decision 95/23 for the years 2000-2001, including the provisions of paragraph 25;

(b) Endorsed the proposed extension of the percentage earmarkings for programme resources set out in decision 95/23 with certain modifications from 2001 onwards (as specified in paragraph 4 of decision 98/19); and

(c) Reaffirmed the basic methodology for the distribution of resources as described in paragraphs 21-26 of decision 95/23 as the basis for calculating target for resource assignments from the core line 1.1.1 (TRAC-1) earmarkings for individual countries, as well as for overall TRAC allocations, with certain modifications from the year 2001 (as specified in paragraph 5 of decision 98/19);

3. Reaffirms, as basic principles for the allocation of programme resources in accordance with paragraphs 21-26 of decision 95/23: the focus on the low-income and least developed countries; progressivity in favour of the low-income countries; and a gradual move to net contributor status and graduation for countries that achieve higher levels of gross national products;

4. Decides to use 1997 or latest available gross national product per capita and population data in the calculation of TRAC-1 earmarkings for the years 2001-2003;

5. Decides to adjust the gross national product per capita breakpoint delineating the low- and middle-income countries from $750 to $900;

6. Expresses concern that unless there is early attainment of the target of $1.1 billion, the focus on low-income countries and least developed countries in terms of impact would not be attained and requests the Administrator to propose to the Board ways and means to redress any shortfall in the target;

7. Recognizes the important contribution that UNDP brings to supporting net contributor countries in their pursuit of the objectives of sustainable human development;

8. Decides that UNDP should consider net contributor countries as a separate group of programme countries outside the TRAC distribution model;

9. Endorses the proposal to eliminate the system of reimbursable TRAC earmarkings with effect from 2001, subject to the following provisions:

(a) First-time net contributor countries will continue to receive, for a grace period of three years, a TRAC-1 calculated at 60 per cent of the earmarking of the previous period;

(b) First-time net contributor countries will continue to benefit from the waiver of Government local office costs during the grace period of three years;

(c) After the grace period, reimbursement of the country office costs shall be ensured by the net contributor country through a flexible mix of instruments;

(d) UNDP must consult with Governments on costs associated with the UNDP local office structure;

(e) Whenever there should be a Resident Representative and a Deputy Resident Representative, UNDP should continue to cover the cost;

10. Also endorses the proposed establishment in all interested net contributor countries of a locally reimbursed revolving TRAC (LRRT), providing a flexible and responsive tool for UNDP support as follows:

(a) The initial outlay to the LRRT in a new net contributor country in the three-year grace period will be funded from its TRAC-1 earmarking. For an existing net contributor country, the initial outlay will be funded by the net contributor country itself. Any outlays under the LRRT will be subsequently reimbursed from government or third-party cost-sharing contributions;

(b) The LRRT will be used as seed funding for the initiation of UNDP non-core development activities;

(c) The level and use of the funding will be discussed and agreed to at the country level;

(d) All UNDP rules, regulations and procedures will continue to apply, including the elaboration of a country cooperation framework for approval by the Executive Board;

11. Decides to maintain the current gross national product per capita thresholds for net contributor countries at $4,700;

12. Requests the Administrator to proceed with the calculation of TRAC-1 earmarkings in accordance with the provisions of the present decision and of paragraphs 4 and 5 of decision 98/19, using 1997 or the latest available data, and on this basis to proceed with programme planning and implementation for the period 2001-2003;

13. Also requests the Administrator to submit to the Executive Board, at its annual session 2002, a report on possible improvements of the present TRAC resource distribution model, including a review of thresholds.

29 January 1999

## Country cooperation frameworks

82. The Executive Board approved the first country cooperation frameworks for Kenya (DP/CCF/KEN/1), Madagascar (DP/CCF/MAG/1), Niger (DP/CCF/NER/1), Tajikistan (DP/CCF/TAJ/1), and Suriname (DP/CCF/SUR/1). While the secretariat had not received a formal request from members of the Executive Board for a separate discussion of any of the CCFs, the Vice President opened the floor for a discussion of a general nature.

83. Delegations that took the floor welcomed and supported the five CCFs approved by the Executive Board at its current session. Their general evaluation was that the existing programmes were of good quality and specifically targeted the needs of the countries discussed. One delegation commended the information on cooperation with other United Nations organizations as well as multilateral and bilateral donors in the CCFs, either in the context of the UNDAF, as in the case of Kenya and Madagascar, or otherwise.

84. One delegation noted the importance of applying Executive Board decision 98/1 of 23 January 1998 on the eight guiding principles fully in CCFs and mid-term reviews from 1999 forward: the CCFs presented at the current session were a step in the right direction but there was still quite some way to go. The delegation would therefore appreciate an assessment from the UNDP secretariat on the progress made to date in implementing the decision and an indication of the steps taken towards full appliance.

85. One delegation, referring to the CCF for Kenya, wondered whether the national poverty eradication plan could serve as a realistic basis for the activities envisaged. The delegation had also taken note with some concern that UNDP planned to establish a secretariat in the Ministry of Finance. The delegation believed that UNDP was aware that such an office might run counter to the enhancement of national execution capabilities and therefore advised UNDP to limit the secretariat's activities strictly to national capacity-building. The

speaker encouraged UNDP to strengthen cooperation and coordination with other donors in the field further and expand its reporting on these activities, not only in an aggregate manner but also in the context of individual CCFs.

86. Based on a report from its mission in the field, another delegation noted that coordination among United Nations specialized agencies had improved. The United Nations Resident Coordinator was effective and steps were being taken to implement the UNDAF. The UNDP themes of governance and environmental initiatives were timely in the Kenyan economic and political context.

87. One delegation concurred with the analysis of the situation contained in the CCF for Madagascar and supported the focus on priority areas identified by the Government together with UNDP. In particular, her delegation considered that in the area of good governance and in the strengthening of the autonomous provinces, UNDP could bring to bear its comparative advantage. In the implementation of the environmental plan of action, UNDP also had an important role to play. In that respect, the speaker asked UNDP to work towards greater interdependency of all activities in the areas relevant to the sustainable exploitation of natural resources in, inter alia, agriculture, forestry and fishery.

88. Another delegation observed that if the long-term objective of the CCF for Madagascar was indeed to combat poverty, it was certainly a good idea to focus activities in the field on the most underprivileged areas. In particular, the specific areas of independence and the effectiveness of justice were at the heart of any creation of a State with the rule of law; but the strategy and the thematic areas in the CCF needed to reflect that better. Turning to national coordination, the speaker pointed out that there might be a danger of duplication and weakening of some of the national administrative structures. In the entire process, he noted, proper coordination by the Government was irreplaceable.

89. The delegation of Madagascar welcomed the approval of its first CCF. The Executive Board's decision was true encouragement for the Government in its difficult task to combat poverty and to achieve sustainable human development, in accordance with its overall policy, its economic policy framework document, its national strategy to combat poverty and the UNDAF. The CCF reflected the desire of the Government and UNDP to strengthen their ties of cooperation, which dated back almost 40 years. The delegation was convinced that the new programme would inject new dynamism into that cooperation - a factor to which the Government attached particular importance. The delegation expressed its gratitude to UNDP for its invaluable support for the multidimensional development of the country and its thanks to all of Madagascar's development partners for the contributions they had made towards the economic and social progress of the country.

90. One delegation welcomed the UNDP focus on the four priority areas requiring particular attention in the development process of Niger. The delegation of Niger welcomed the approval of its first CCF. The speaker stated that it was an important phase and expressed his Government's appreciation for the valuable assistance provided by UNDP in the electoral and the decentralization processes under way in Niger and in the process to strengthen peace in the country.

91. One delegation particularly welcomed the UNDP intention to contribute to the recovery and reconstruction of Tajikistan, a conflict-ridden country. The

delegation supported the participatory approach taken in consultation with all parties involved. It believed that UNDP activities would be an important contribution to stabilization and peaceful development in the post-conflict situation.

92. Two speakers whose Governments were guarantors of the implementation of the General Agreement on Establishing Peace and National Accord in Tajikistan (General Agreement) took the floor in support of the CCF. The approval of the CCF for Tajikistan would mean that the role of UNDP in resolving the current social and economic problems would grow tangibly. They noted that the most important element of the CCFs in the region was an active, peaceful process aimed at strengthening national harmony and agreement. Many of the components of the CCF for Tajikistan in particular were factors that would ultimately have a beneficial influence on creating a favourable political process and functioning national institutions in the country's transition from relief assistance to reconstruction and development. Another speaker observed that the programme had broad significance, and any assistance to help to stabilize the situation in Tajikistan would have a beneficial impact on all the countries of the region, and in that connection, all of the countries of the region would watch the development of the programme very closely. One speaker took the opportunity to express his delegation's satisfaction for the dynamic development of cooperation between the regional office and his Government. Several speakers underlined that the implementation of the programme and reaching the CCF goals would very much depend on the availability of the necessary resources. Mobilization of resources, including the strengthening of staff, was of paramount importance in keeping the country on the path of peace and stability.

93. Based on information obtained from its mission in the field, one delegation reported that its Government's development agency had a strong collaborative and innovative relationship with UNDP in Tajikistan. It appeared that UNDP projects in areas of civil strife were well implemented and beneficial to the populations living there.

94. The delegation of Tajikistan stated that the approval by the Executive Board of the first CCF for Tajikistan was a landmark. The group of countries with transitional economies had grown, covering a population of more than 400 million, providing an international, interactive basis for the provision of technical cooperation that made it possible to respond appropriately to the needs of the large region. The approval included clear principles and priorities determining both the specifics of the present stage of the peace process and the reforms being undertaken in Tajikistan, as well as the generally recognized rules of assistance for programme development. The inclusion of a State in regional and global development was the basis on which all country programmes should be built. That approach responded fully to the fundamental principles of equality and justice of the United Nations. The value of the CCF for Tajikistan lay in its close links to national strategic goals, which were aimed at strengthening the peace process in Tajikistan as the fundamental condition for the long-term stable development of human potential in the country. It was important that the programme responded to the spirit and goal of the resolution entitled "Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan", adopted by the General Assembly on 7 December 1998. The delegation expressed its sincere gratitude to the Administrator and the Regional Director of Europe and the Commonwealth of

Independent State as well as to the UNDP Resident Representative in his capacity of United Nations Resident and Humanitarian Coordinator and Deputy Special Representative of the Secretary-General, for the valuable assistance that they had provided in preparing the first CCF for Tajikistan. The joint work was a serious investment in the cause of peace in Tajikistan, and the country was grateful to the Executive Board for its support.

95. One delegation noted that the Suriname programme, at one time functioning with great success, appeared to have been adversely affected by the lack of a local UNDP manager or UNDP representative. It seemed that the programme had changed and was now being managed from Trinidad and Tobago. The delegation's embassy had reported that the donor community in the area viewed Suriname's programme as lacking in clear policy priorities or responsiveness to opportunities in the areas of governance and environmental initiatives. However, the delegation's representatives also reported that UNDP officials had been taking steps during the previous year to address those concerns. If UNDP had made the decision to run its Suriname project regionally, that decision was definitely in line with many of the priorities the Board had established. However, the delegation would ask UNDP to consider such possible consequences as resources to build up the programme and the availability of outside experts to share costs when making staffing decisions in the future, so that strong, established programmes could continue with a minimum of disruption.

96. The delegation of Suriname took the floor to express the sincere appreciation of its Government to the members of the Executive Board for their decision to approve the first CCF for Suriname. UNDP had been active in Suriname for some time, however, without the presence of a CCF designed to support the development policies of the Government. Although UNDP actions in the past had helped both the Government and the non-governmental sector to address a variety of problems and issues, it was understood that the absence of a cooperation framework designed to assist the Government in achieving its development goals could be seen as hampering efforts to maximize the benefits of cooperation with UNDP. The current cooperation framework addressed the issue and would set the tone for a new, sustained relation between UNDP and Suriname. Suriname, with its enormous developmental potential, based on its natural resource endowment, its human resources and the commitment of its Government to sustainable development, warranted extensive interaction with the operational institutions of the United Nations system, in particular UNDP. Thus, the delegation hoped that UNDP and other operational institutions of the United Nations system would take a long-term view of the country and its potential. The successful implementation of the CCF would also depend partly on the willingness of some of Suriname's development partners to provide part of the necessary financial means. The delegation sincerely hoped that the merit of the CCF and the goals it would achieve if successfully implemented would be the only factors in providing that support.

97. The Assistant Administrator and Director of the Regional Bureau for Africa thanked the delegations that had commented on the CCFs presented and approved at the current session of the Board for Africa, as well as for the general comments that were made on the CCF process. In Kenya, UNDP realized that there was a need to strengthen the secretariat in the Ministry of Finance, with an appropriate exit strategy, as noted in the CCF. As to whether the poverty plan could serve as a basis for UNDP cooperation in Kenya, UNDP needed a national programme of

cooperation with which it could carry out its activities; even though the poverty plan was new, the Government had every intention of implementing that plan, and UNDP intended to work with the Government to strengthen their capacity to do so. UNDP had been pleased to hear consistently during the current session comments reflecting work with UNDP in reports from the field. The organization welcomed field-level feedback from agencies such as the United States Agency for International Development as an opportunity to enhance and strengthen UNDP work with all partners. On the issue of the guiding principles, as a participant in the policy bureau where the guiding principles were promulgated - the Assistant Administrator wished to note that the principles were not new - many had been already applied widely and continued to be applied in the case of CCFs. She also noted that the African countries participating in pilot common country assessments and UNDAFs were doing very well - the guiding principles, the programme approach and work on lessons learned were all in force. However, it had to be said that UNDP would appreciate more assistance in applying the results-oriented framework. Training, refocusing and reorientation of UNDP staff would be necessary to ensure that they understand thoroughly what results-orientation work really meant and what skills were required. On the issue of aid coordination for Madagascar, it was important to note that the CCF stated that UNDP would support the Government's capacity for aid coordination; UNDP was not setting up a separate aid coordination mechanism outside of the Government.

98. The Deputy Assistant Administrator of the Regional Bureau for Latin America and the Caribbean expressed his appreciation for the comments on the CCF for Suriname, particularly the expressions of support UNDP experienced in the preparation of the CCF from the Government of Suriname. He also acknowledged the comments of the delegation that had voiced concern over the lack of a coordinated and coherent UNDP presence in the country. He noted that the approval of the CCF for Suriname was the first step towards having a more coordinated and coherent presence in which to collaborate with the Government of Suriname. UNDP shared the concern of the Executive Board that UNDP did not have a sufficient critical mass of core resources to establish a fully-fledged office in that country. UNDP was currently completing an agreement with the Government to set up a sub-office. A locally recruited UNDP manager was in place to manage UNDP operations in Suriname under the overall guidance of the Resident Representative/Resident Coordinator in Trinidad and Tobago. UNDP was looking forward to discussions that would allow it to establish a better presence in the country, based on the necessary critical mass of resources. UNDP was working towards a United Nations team concept within the local office in Suriname; among other organizations, the United Nations Children's Fund was present in the office to provide the backstopping for major programmes that was very much needed. Locally, UNDP hoped that the contacts with the United States embassy in Suriname, among others, would allow UNDP to provide more support for the development process of the country. The Deputy Assistant Administrator observed that he would be very happy to report to the Board at some future time that UNDP had the critical mass of resources sufficient to have a fully-fledged office in Suriname.

## V. INFORMATION AND COMMUNICATION STRATEGY

99. The Assistant Administrator and Director of the Bureau for Resources and External Affairs delivered a statement on progress in the implementation of the

UNDP corporate communication and advocacy strategy, as requested in decision 98/15. He elaborated on the 10-point agenda for the strategy discussed at the annual session 1998. He noted that in its decision 98/23 on the UNDP funding strategy, the Executive Board had endorsed the efforts to enhance the impact of the advocacy and information strategy. In that regard, the communications and advocacy strategy would be aligned with the funding strategy and multi-year funding framework. The target times for achieving the strategy's goals differed and the approach would need to be fine-tuned as time went on. There were three questions to be asked of actions undertaken in communication and advocacy: would the actions increase understanding of what UNDP stands for and does, increase support for UNDP and increase resources for UNDP? In meeting those challenges, UNDP would work in partnership with the Executive Board. He praised the efforts of the team lead by the Director of the Division of Public Affairs as well as those involved in communication and advocacy in the regional bureaux and country offices, noting that they had demonstrated tremendous commitment to fulfilling the strategy's goals.

100. The Director of the Division of Public Affairs reviewed progress in implementing the communications and advocacy strategy during the period June to December 1998 in the key communication areas. He noted that the overall aim of the strategy was to improve the visibility and impact of UNDP by promoting efforts in the world's poorest communities to meet the organization's overall goals. Since the adoption of the strategy, UNDP had made significant progress in raising the profile of the organization. However, the shrinking resource base posed a major constraint in meeting information needs and demands in promoting a better understanding of the role, activities and impact of UNDP.

101. The Director noted that substantial efforts were being made to develop a communications culture at all levels and locations of the organization. UNDP was especially conscious of the need for information multipliers - journalists, newspapers and broadcasters - who would transmit information to an infinite number of listeners or readers. The use of electronic communications was essential. In response to current trends, UNDP had shifted its work in public affairs to advance an active radio and television strategy in addition to its work with print media. Advocacy and constituency-building, special events and helping to shape the media agenda were other focus areas of the strategy.

102. A major effort had been made to update key public information materials and data to reflect the reform of UNDP, its leadership role in the United Nations Development Group, and action in pursuit of its main goals. Monitoring of media use of UNDP information materials was another important action undertaken in connection with the strategy. The Division of Public Affairs worked closely with the United Nations Department of Information in sharing information and providing guest experts for press briefings. UNDP made special efforts to get the organization's viewpoint heard through opinion pages and through interviews with its senior management by mass media.

103. The main challenge in implementing the strategy was linked to the overall shrinking of development assistance in donor countries and the competition among funds and programmes for limited resources. Adequate funding for advocacy and communications activities was critical for the successful implementation of the strategy. Specifically, additional resources were needed for sharpening messages,

expanding media consciousness, expanding outreach, increasing language translation of materials, and expanding efforts toward monitoring, evaluation and audience targeting.

104. Delegations taking the floor thanked the secretariat for the oral presentations. Many stated that they welcomed the progress in elaborating the strategy and the 10-point agenda and looked forward to the next discussion on the subject at the annual session 1999.

105. Several speakers emphasized the need for UNDP to target its audience very carefully. One delegation underlined that it was essential in programme countries to use communications techniques that would reach the rural poor in addition to government officials and other elite groups. To reach the masses, the use of radio and newspapers was suggested and the importance of conveying messages in local languages was stressed. UNDP had to inform its beneficiaries about what it was doing at the country level. One delegation queried whether UNDP was working with multinational corporations in programme countries. In donor countries, targeting of material to parliamentarians, media or government officials necessitated varying approaches. The targeting of critical decision-makers through themes in which UNDP had a comparative advantage, such as governance and poverty eradication, was emphasized. It was crucial to determine substrategies in countries and with relation to particular groups. In that regard, several outreach strategies could be used in parallel.

106. Several speakers agreed that the communications and advocacy strategy and the funding strategy were indeed linked. One delegation noted that the communications strategy should precede the funding strategy, as publicity about the effectiveness of UNDP could lead to increased contributions.

107. Several delegations noted the improvement in raising public awareness about UNDP. Examples of successful instruments were the Human Development Report, the Goodwill Ambassadors, the Azimuths television series, and publications such as Choices, particularly the issue on human rights, and the 1998 Poverty Report. Some speakers underlined that those products could be even more widely distributed. UNDP needed to ensure that its success stories were publicized. Several delegations praised the usefulness of the journalists' trips organized by UNDP.

108. Several speakers underlined the necessity of having adequate funding to carry out the communications and advocacy strategy. One delegation advocated that UNDP examine the level of resources devoted to the strategy, including personnel, at the annual session 1999. Information on the relative weight of those resources to overall resources of the organization and the historical facts and figures of resources devoted to information should be included to promote a useful discussion.

109. One delegation referred to a recent presentation to the Executive Board by the UNDP Regional Bureau for Arab States on its 1999 programme of activities as a positive example of outreach that should be emulated by other UNDP regional bureaux. That speaker also expressed appreciation for the continued briefing and dialogue with the Executive Board members in New York by the Division of Public Affairs.

110. Several speakers requested information on whether an impact assessment on communications and advocacy in UNDP had been undertaken.

111. The Assistant Administrator and Director, BREA, informed the Executive Board that the comments would be taken into account in preparing the written report for the annual session 1999. In response to a query, he noted that the eleventh point, on communications with the Executive Board, discussed at the annual session 1998, had been subsumed under point 10, i.e., the provision of more analytical reports to the Board. He agreed with the speaker who had stated that the communications and advocacy strategy should precede the funding strategy but underlined that resources were needed at the country level to reach the poorest sectors of society. The views of the Board were welcomed with regard to audience targeting. UNDP was moving to providing increased translations of materials into local languages.

112. The Director of the Division of Public Affairs underlined the importance of the communications culture in UNDP. He noted that the strategy had to go beyond resource mobilization. In response to the queries raised, he cited the development of a detailed workplan that included substrategies for donor and programme countries. With regard to generating support and resources, it was understood that UNDP sought support for its work through the mobilization of positive public opinion, political will and through financial resources. UNDP would do that through illustrating the effectiveness of its programmes, demonstrating its identity as a leading global advocate and as a knowledge centre about sustainable human development and through promoting special events that highlighted its work. The Director underlined the work UNDP was undertaking with respect to audience targeting, outreach to media, and training of staff. UNDP would undertake audience research and monitoring and evaluation of its strategy and would appreciate guidance from the Executive Board. He noted that Choices would now be on-line electronically to enlarge its audience.

113. The Executive Board took note of the oral presentations on progress in the implementation of the UNDP corporate communication and advocacy strategy and of the comments made thereon by delegations.

## VI. SPECIAL FUNDS AND PROGRAMMES

114. The Assistant Administrator and Director of the Bureau for Development Policy (BDP) introduced the report on activities of the Global Environment Facility (GEF), the Montreal Protocol, the Office to Combat Desertification and Drought (UNSO), and the United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE), DP/1999/4.

115. The managing director of the Global Mechanism, established to promote resource mobilization for the International Convention to Combat Desertification in Countries Experiencing Serious Drought and/or Desertification (CCD), provided an update on the activities of the Global Mechanism.

116. Delegations taking the floor welcomed the report and commended it for providing a good overview of UNDP activities in the funds and programmes under discussion. While citing the important contribution of the funds to UNDP

activities in the area of environment, several speakers supported the mainstreaming of environment in all areas of UNDP work. One delegation suggested that climate change and biodiversity should be important elements of the country cooperation frameworks. Other delegations requested further explanation about the broad strategy of the Bureau for Development Policy and its plans to mainstream environment in UNDP programmes.

117. The Assistant Administrator, BDP, acknowledged that the mainstreaming of environment in UNDP activities needed strengthening and noted that UNDP was planning workshops and other activities to address that issue through various processes, including round tables, the United Nations Development Assistance Framework, country cooperation frameworks, training and capacity-building. She noted that UNDP would elaborate on that topic in the annual report of the Administrator at the annual session 1999. The Director of the Sustainable Energy and Environment Division (SEED) stated that the purpose of the BDP broad strategy was to ensure that programmes supported by UNDP addressed both developmental and environmental concerns and, secondly, to guarantee that all global environmental issues were incorporated in UNDP work. He highlighted some of the steps UNDP had taken to mainstream environment in all its activities. Those measures included the creation of SEED, in which all environment-related units were housed in one division, the placement of 41 sustainable development advisors in country offices, and the development of environment management guidelines. He also reiterated the importance SEED placed on mainstreaming and as examples cited the allocation of funding in the global programme and collaboration with the Swedish International Development Agency (SIDA) in helping to advance work in that area.

### Montreal Protocol

118. Several delegations commended the good work being done by UNDP under the Montreal Protocol for the protection of the global ozone layer, and praised the cooperation of UNDP with the other implementing agencies of the Fund. One delegation suggested that there be an easier-to-read format for the presentation of information on total pledges as compared to income received, and asked that information on projects be divided into completed, ongoing and future categories to show what remained to be done under the national programmes. Another delegation commended UNDP for its excellent partnership in assisting bilateral donors to implement technology transfer programmes to help programme countries to eliminate ozone-depleting substances. Questions were also raised on the project selection criteria and how far the programme related to the non-environmental goals of UNDP.

119. The Chief of the UNDP Montreal Protocol Unit explained that while $1.2 billion had been pledged, $716 million had been received by mid-August 1998, and that the arrears remained from countries with economies in transition and eastern European countries that faced economic difficulties. During the period 1991 to 1997, however, 88 per cent of the pledged funds had been paid, to the full credit of donor Governments, who had taken urgent action on the issue. He agreed that while $716 million had been received, national programmes implemented with the help of UNDP alone specified resource needs of over $5 billion, which meant that a lot more work still remained to be done. UNDP was currently assisting Australia, Denmark, Germany, Sweden and the USA in the design and implementation of bilateral programmes in developing countries in the area. He highlighted that

the project-selection process was determined by annual business plans prepared by UNDP, the United Nations Environment Programme (UNEP), the United Nations Industrial Development Organization (UNIDO) and the World Bank, coordinated through the Multilateral Fund Secretariat in Montreal and then approved by the Multilateral Fund Executive Committee. The UNDP portfolio of 900 projects included those in over 400 private sector enterprises, making the programme the organization's largest with the private sector. Finally, he stressed that UNDP had over the last several years taken the lead in the design, formulation and implementation of umbrella projects covering large numbers of small- and medium-sized enterprises that would otherwise have gone bankrupt during the transition process. That had resulted in thousands of jobs being safeguarded, thus contributing to another of the priority areas of UNDP.

## Global Environment Facility

120. Delegations commenting on the report complimented the professional work of UNDP as an implementing agency of the GEF. One delegation, in citing the decision of the GEF Council, held in May 1998, highlighted the importance of mainstreaming GEF activities at UNDP programmes and suggested that UNDP could give more attention to environmental policy. Another speaker requested further explanation on the process and criteria used for the selection of GEF projects. One delegation inquired about the role of the Executive Board in relation to the GEF Council.

121. The Deputy Executive Coordinator of GEF explained that the Facility served as a financial mechanism for the conventions on climate change and biodiversity and that the GEF Council had adopted operational programmes and strategies. The first criterion for eligibility was Convention ratification, the endorsement of the GEF Focal Point in the country concerned and conformity with GEF strategies and operational programmes. She stressed that the role of UNDP lay in technical cooperation and capacity-building, where it had a comparative advantage. She pointed out that UNDP had been successful in mobilizing partners at the local level, and that 80 per cent of the projects had non-governmental and local community participation. To further partnership, UNDP was currently in dialogue with the Inter-American Development Bank and the Asian Development Bank and was exploring links with the private sector. She noted that the Executive Board had approved and cleared the GEF instrument, and that the Board would be informed of any changes. Mainstreaming was a prominent theme at the GEF Council, which had requested the implementing agencies to prepare an action plan for the May 1999 GEF Council.

## Office to Combat Desertification and Drought (UNSO)

122. Several speakers commended UNSO for its positive ongoing support in the implementation of the CCD, and the establishment of the Global Mechanism. A query was raised concerning plans to fill the vacant posts in UNSO. Another delegation expressed concern about the work of UNSO in the implementation of the CCD. The speaker pointed out that UNDP had failed to introduce the work of the Convention in the round-table mechanism in three countries in West Africa. He suggested that work on the Convention should be proactive and that UNDP could consider the UNDAF as a suitable mechanism for coordination of the CCD work at the country level. A request was made for further clarification on the difference between the work of

UNSO in the implementation of the Convention in relation to that of the United Nations Convention to Combat Desertification secretariat. A query was raised regarding collaboration between the Global Mechanism, the Club du Sahel and the Permanent Inter-State Committee on Drought Control in the Sahel (CILSS).

123. The Assistant Administrator, BDP, announced the appointment of Mr. Philip Dobie as Director of UNSO. In responding to comments from the Executive Board, she pointed out that other posts had been frozen to allow the Director the opportunity to determine the new direction of UNSO. In his comments, the Officer-in-charge, UNSO, highlighted that a number of countries were including desertification and drought activities in their country cooperation frameworks, citing results from a recent study that indicated 23 per cent of UNDP programme countries had done so. He pointed out that while it remained a challenge to mainstream desertification activities, UNSO would intensify its work in the area and report to the Executive Board on the results. He noted that strengthening work in the area depended on the entire UNDP system, and on affected countries since there had been cases in which bilateral agreements had not targeted desertification and drought. He clarified that the activities of the UNCCD Secretariat were defined in the Convention and announced that a mini-workshop between the two organizations would be held in March 1999 on areas of overlap, domains of cooperation, and other issues. He also reiterated that a UNDP in-house task force on the Global Mechanism was being created.

## United Nations Revolving Fund for Natural Resource Exploration

124. Several delegations commended the efforts being made by UNDP to reorient the activities of the United Nations Revolving Fund for Natural Resource Exploration to focus more on environmental issues, capacity-building and information dissemination. However, several delegations expressed concerns about the purpose of the Fund, citing that the programme in the mineral sector seemed unnecessary since there was a very strong private sector. Other delegations requested more information on the activities of the Fund before they could endorse its continuation and called for a comprehensive review of its functions and future. The Executive Board also requested the Administrator to provide an analysis of the Fund's usefulness and continuation and to report thereon to the Board at its annual session. A suggestion was made that the Board advise the Economic and Social Council and the General Assembly accordingly.

125. The Assistant Administrator responded that UNDP had taken note of the comments of the Executive Board and that an in-depth analysis of the Fund would be undertaken, given that it was not receiving funds for the year. She also highlighted the efforts the small staff of the Revolving Fund had made to reorient the activities of the fund to small-scale activities.

126. The Executive Board took note the report on the activities of the Global Environment Facility, the Montreal Protocol, the Office to Combat Desertification and Drought and the United Nations Revolving Fund for Natural Resources (DP/1999/4).

## VII. RESOURCE MOBILIZATION

127. The Administrator introduced conference room paper DP/1999/CRP.4 on the multi-year funding framework (MYFF), as requested in decision 98/23. He stated that the contents of the document were based on an extensive process of consultation within UNDP and with members of the Executive Board. He confirmed that the MYFF concept and format respected the principles that the Board had laid out and would be further refined through lessons learned during the implementation of decision 98/23.

128. As reflected in the conference room paper, the Administrator presented the process that would be put into place: (a) a MYFF that would incorporate a results-focused strategic framework and an integrated resource framework; (b) a results-oriented annual report (ROAR) that would be submitted to the Executive Board at its second regular session each year; and (c) a four-year report on the MYFF that would assess outcomes and outputs in a comprehensive manner. He underscored the importance of consolidating the partnership of UNDP with the Executive Board to reverse the downward trend in core resources and to restore growth in UNDP.

129. All delegations who took the floor expressed satisfaction with the way in which the MYFF process had been managed, citing transparency, thoroughness and a forward-looking vision. It was widely recognized that the MYFF process had contributed to building stronger partnerships among Executive Board members and UNDP. One delegation proposed that the inclusive, participatory approach to the MYFF process be expanded to other areas in 1999. A few delegations suggested that the MYFF process in UNDP be compatible with that of other funds and programmes, particularly UNFPA as it reported to the same Board. Another proposal was for a joint study of the MYFF format and cross-fertilization of experiences with other funds and programmes.

130. While supporting the MYFF concept and format, most delegations concurred with UNDP that adjustments to the MYFF would be necessary as UNDP learned to calibrate and match outputs and outcomes through an iterative process. Country offices were encouraged to work in close collaboration with their respective national counterparts in the identification of outputs and outcomes and in the assessment of results and impact. On the issue of incorporating non-core financed activities into determining outputs and outcomes, the Director of the Office of Planning confirmed that UNDP would do so and underscored that the first ROAR would enable UNDP to examine that issue.

131. Some delegations noted that it would be premature to introduce the MYFF rolling scheme to country offices. The Assistant Administrator of the Bureau for Planning and Resource Management (BPRM) recognized that the knowledge level in country offices varied and noted that a comprehensive training package, planned for issuance in early March, would focus on the training of UNDP staff in country offices. In that regard, continuous support from headquarters as well as from the Executive Board was required. Several delegations supported the idea proposed in document DP/1999/CRP.4 of establishing a trust fund for activities aimed at enhancing the capacity of country offices. Canada stated that it would contribute to such a fund and the United Kingdom announced a commitment to contribute $300,000.

132. In order to ensure that the MYFF did not create an additional workload for country offices, several delegations underscored the need to streamline UNDP reporting requirements. Suggestions included the simplifying of reporting procedures, reducing the number of reports, including the possible elimination of the annual report of the Administrator, or the submission of biennial reports. The Assistant Administrator, BPRM, confirmed that efforts were being exerted to reduce the number of reports for which the country offices were responsible and noted that UNDP would review the arrangements for the annual report of the Administrator with the Executive Board.

133. Some delegations emphasized that programme countries should clearly identify government local office cost payments and donor countries should contribute to core resources on a predictable, assured and continuous basis in order for UNDP to fulfil its mandate. In that context, the issue of burden-sharing and diversification of the donor base of UNDP core contributions was emphasized. Several delegations expressed their support for the funding system as described in document DP/1999/CRP.4. The delegation of Sweden announced that it would announce an increase in its contribution to UNDP in 1999. One delegation announced that its Government would freeze 10 per cent of its 1999 contribution to UNDP until September, which it would then release if sufficient progress in strengthening World Bank-UNDP cooperation was seen and if the evaluation it was currently undertaking of UNDP country-level activities led to satisfactory results. To facilitate the early announcement of contributions of Executive Board members, one delegation suggested that an official letter from the Administrator be sent out to Governments, highlighting the need to announce commitments at the second regular session 1999.

134. Several delegations did not concur with the proposal to separate the pledging session from the review session of the ROAR and MYFF, underlining that the connection between the MYFF and pledges should be maintained. The Assistant Administrator, BPRM, confirmed that UNDP did not prefer to have two separate sessions and confirmed that the second regular session would be the most appropriate time to review the ROAR.

135. Several delegations sought clarification on various linkages between: (a) the strategic results framework and the integrated resources framework; (b) decision 98/1 on focus and the MYFF; (c) the MYFF and the country cooperation framework, the United Nations Development Assistance Framework and the common country assessment; and (d) situational indicators and MYFF indicators. The Assistant Administrator, BPRM, confirmed that a dynamic interplay between the MYFF and the focus was taking place and that the ROAR would provide data and knowledge that would form a basis on which focus could be defined. In terms of developing a synchronized cycle between MYFF and reports, the Assistant Administrator expressed difficulties in doing so as UNDP respected the cycle of programme countries and other funds and programmes and could not expect them to adjust to the UNDP MYFF cycle. The Director of the Office of Planning stressed that a clear distinction would be made between the situational indicators and the indicators in the MYFF. He also clarified that while the integrated resources framework described in document DP/1999/CRP.4 would supersede the overall planning framework incorporated in the successor programming arrangements, the Board would consider the principles guiding resource allocation separately.

136. The Director of the Division for Resource Mobilization welcomed the comments made regarding the April funding meeting. He noted that early payments by donors assisted UNDP in maximizing its resources, including through guarding against currency fluctuations. Decision 98/23 would lead to more dialogue and strategic discussion on funding arrangements, a trend welcomed by UNDP.

137. The Administrator thanked the Executive Board for its substantive, practical comments. He welcomed the continued partnership with the Board on funding and reiterated that the principles that guided UNDP were clearly spelled out in paragraph 3 of document DP/1999/CRP.4. UNDP was committed to allocating its core resources to programmes. He thanked those delegations that had made commitments to extrabudgetary resources for the training of country-office staff on the MYFF. The Administrator concluded with a plea to develop stronger momentum in the cooperation between the Board and UNDP to reverse the downward trend in contributions to core resources.

138. The Executive Board adopted the following decision:

### 99/1. Multi-year funding framework

The Executive Board

1. Reaffirms its decision 98/23, and in this context takes note of the report of the Administrator on the multi-year funding framework (DP/1999/CRP.4);

2. Also reaffirms the need to reverse the decline in core resources and to place UNDP core funding on a predictable and continuous basis and to reach, as soon as possible, the target of $1.1 billion while recognizing the risk involved in overdependence on a limited number of donors;

3. Further reaffirms the importance of the development of the multi-year funding framework (MYFF) as an integral element of the funding strategy approved by the Board in its decision 98/23;

4. Welcomes the steps the Administrator has taken in this regard and takes note of the development of a reporting system to the Board comprising an annual results-oriented report (ROAR) and a four-yearly assessment of the multi-year funding framework (MYFFR) and requests the Administrator to continue to develop the multi-year funding framework and the reporting system in accordance with the timetable set out in paragraph 65 of document DP/1999/CRP.4, taking into account the views of the Board and fully respecting the principles contained in its decision 98/23;

5. Decides to hold the first funding session, in accordance with paragraph 12 (b) of decision 98/23, at the second regular session 1999, and requests the Administrator to make the necessary arrangements as outlined in paragraphs 52 to 63 of document DP/1999/CRP.4;

6. Requests all States members of UNDP to communicate their voluntary core contributions, as indicated in decision 98/23, and a schedule of payments, in writing, to the Secretariat by the beginning of April at the latest to facilitate efficient preparation of the funding session; and requests the Administrator to

provide for that session a record of actual core contributions and payment of government contributions to local office costs;

7. Also requests the Administrator to continue to hold open-ended, informal consultations with States members of UNDP on the further development and implementation of the multi-year funding framework;

8. Further requests the Administrator to submit the following reports as part of the further implementation of the funding strategy:

(a) An interim report to the Executive Board at its annual session 1999 on the implications of the funding strategy for the funds and programmes associated with UNDP; and

(b) A report to the Executive Board at its annual session 2000 on the proposed timing, format and content of the multi-year funding framework, including a clear indication of how the lessons learned in one multi-year funding framework cycle will be fed into the next cycle;

9. Decides to continue consideration of ways and means to redress resource shortfalls as and when necessary.

29 January 1999

## VIII. FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

139. The Executive Board decided to postpone consideration of this item to the second regular session 1999.

## IX. FIELD VISITS

140. The Vice-President of the Executive Board recalled that at its third regular session 1998, the Board had agreed to postpone until the current session the review of the field visits to Bangladesh (DP/1998/CRP.13), to Tunisia and Lebanon (DP/1998/CRP.14), and to South Africa (DP/1998/CRP.15).

141. One of the rapporteurs for the field visit to Bangladesh, the rapporteur for the field visit to Tunisia and Lebanon, and one of the team coordinators for the field visit to South Africa introduced the reports on their missions. They summarized their findings, details of which were contained in the reports, and highlighted critical areas for discussion.

142. The Executive Board members who had undertaken field visits to Bangladesh, Lebanon and Tunisia, and South Africa reported that they had been impressed with the UNDP- and UNFPA-supported programmes and with the motivation and dedication of the staff in the country offices. They thanked UNFPA and UNDP for their contribution to both the organization and the content of the field visits. The reports of the field visits contained recommendations for both UNDP and UNFPA.

143. The delegations of the countries visited expressed their thanks to the Executive Board and to the participants in the field visits, each delegation highlighting achievements and concerns about the work of UNDP and UNFPA in their countries.

144. Many observations and recommendations of the missions pointed to common themes, as outlined below.

145. One mission participant noted that at times coordination could be very difficult, but that she was impressed with the quality of work of UNDP and UNFPA in the country she visited. Both UNDP and UNFPA had extensive and close cooperation network with many non-governmental organizations (NGOs) in the communities. The speaker believed that both UNDP and UNFPA should continue their support to strengthen human development capacity, since their presence, the speaker personally believed, made a difference.

146. One participant observed that a question that had come up many times in discussion was the choice of countries to be visited. The speaker thought that it would be good to have a dialogue about that subject in New York. One of the ideas that had come up recently was that perhaps one criterion could be to make a thematic choice - think about an issue that was high on the international development agenda and pick a country to visit that would be very much related to that theme. One suggestion had been Mali, for example, considering the Development Assistance Committee (DAC) donors' review. In that respect, the speaker welcomed the upcoming field visit to Brazil and noted that it was timely. On field trips in general, the speaker stated that they were an invaluable opportunity to get to know the work of the organization and that they served many purposes. Most importantly, those on the mission got to know the partner country, both at the government and grass-roots levels. In addition, the field visit was an excellent opportunity to get to know the work of UNDP and UNFPA from first-hand experience by visiting projects. Getting to know UNDP and UNFPA staff, seeing their motivation and their hard work, and engaging in long discussions with them was invaluable. Spending time with other Executive Board members was also very constructive.

147. The speaker went on to say that the Executive Board might recall that in an earlier statement her delegation commended UNFPA for inviting members of the Board to participate in country population assessments. While participation in such assessments would be quite different from participating in a field trip, at the same time it might be interesting if members of the Board also had the opportunity to see UNDP at work in such a one-to-one manner as well. While the speaker commended UNDP and UNFPA for the perfect organization of the trip to Bangladesh, she personally would have been happy and more comfortable with slightly more modest travelling arrangements. In conclusion, the speaker asked what happened to the reports just presented to the Board. She also noted that while the recommendations in the reports were very interesting and important, they were the impressions of a very intensive yet very brief visit and should be treated from that angle.

148. Another participant in a field visit stated that his visit had made possible the identification of three problems that were troubling inter-agency integration at the field level and which were deserving of the attention of the Executive

Board. First, there was a lack of integration of the agencies in sharing common expenses. Second, there was difficulty in coordinating organizations with different programmatic approaches, different institutional profiles, and different thematic areas of intervention. Third, there was a lack of support of the different headquarters when asked to fulfil the understandings made among the agencies at the field level.

149. Another participant made some more general points about field visits, following on from a previous speaker. She voiced concern about how UNDP would link the findings of the field visits to the work of the Executive Board. While she thought sessions such as the current one were valuable, she observed that improvements could be made to ensure that the field visits were not only valuable for the participants but for the Executive Board in general. The reports were impressions and reviews of a relatively small number of Board members or observers. One suggestion about the choice of countries to be visited was that the Board could consider selecting countries for which either the country programmes and country cooperation frameworks (CCFs) or mid-term reviews would be coming before the Board. In that way, the reports on field visits could provide part of the background information. As mentioned above, countries could be chosen based on specific themes while at the same time relating to forthcoming items on the UNDP agenda.

150. One delegation thanked the presenters and all the mission teams for the work they had put in to their field trip reports and for providing insight into field-level work from the perspective of the Executive Board. It was essential for the Executive Board to focus on what was happening at the field level and to know how the policies decided at the Board were translated into practice on the ground. There were a number of common themes that emerged from reading the reports - the good standing of the United Nations in general; the comparative advantages that its funds and programmes had in supporting policy dialogue, information and advocacy; building capacity; and focusing on the poor - that had been maintained despite severe cutbacks and reduced resources. She hoped that with the new funding strategy in place, reports on field visits would convey even more progress.

151. UNDP and UNFPA had shown themselves to be resourceful and innovative and they clearly played a catalytic role that was to be commended. The role of NGOs came across clearly as being critical in ensuring effectiveness. Her delegation would encourage continued and expanded collaboration between the funds and programmes in the field and national and international NGOs. Another common theme was the need for innovative approaches and increased collaboration and cooperation with the Bretton Woods institutions. It was clear that the Bretton Woods institutions also needed to ensure that greater cooperation and coordination were facilitated in every way. Since her Government had an embassy in only one of the countries under consideration, the speaker said that she would confine her specific comments to that country. She went on to indicate that she did not expect a response during the current session but would speak directly with officials in the regional bureau. She agreed with other delegations' views on how the countries to be visited were to be chosen. In addition, her delegation placed great emphasis on sending members of the Board on field trips who had direct, hands-on dealings with the work of the Board. She hoped that the consideration by the Board of the field-level visits would become a regular feature of the work of

the Board. In view of the sort of practical input the reports provided and the affirmation that what UNDP and UNFPA were doing on the ground was worthwhile, delegations' input to the work on the Board achieved real value.

152. The Deputy Executive Director (Programme), UNFPA, thanked all those who had participated in the field visits and noted that it was important for the Executive Board members to become involved and to familiarize themselves with what was happening at the field level. She added that the experience had a positive impact in contributing to the discussions and deliberations of the Board. She stated the reports of the field visits were also useful as they provided a fresh and different perspective. On the other hand, it was also reassuring to note that participants in the field visits had identified many of the same issues that UNFPA was focusing on, including coordination, resource mobilization, partnerships with NGOs and others in civil society, and collaboration with the Bretton Woods institutions. She was pleased to note that the Board members had found UNFPA programmes good and the field staff helpful. She invited the Board members to continue taking field visits. In response to a query, she noted that in South Africa the Fund was supporting programme activities at the regional level, including the strengthening of Provisional Population Units at the regional level.

153. The Deputy Assistant Administrator and Director, Regional Bureau for the Arab States, UNDP, thanked the presenters and their teams for their visits. He shared the view that the visits were an extremely useful exercise. The visits had boosted the morale of the country offices, and headquarters was already getting some positive feedback. He observed that some cross-regional issues should be stressed (for example whenever there had been direct contact between members of the Board in the country offices of a region): the results were not only beneficial for Executive Board but for the offices as well. The recommendations and suggestions in the report on the mission were taken extremely seriously and were used as a tool by which to improve the quality of country programmes. He stressed that in the missions' analyses there was an important role to be played by UNDP in middle-income countries; that role was especially relevant at a time in which the transitional situation of the country required stronger development cooperation. Resources, among other things, were a very important element of support and efforts in resource mobilization were being matched to a great extent by the countries themselves.

154. The Secretary of the Executive Board of UNDP and UNFPA thanked the delegations for their kind comments not only on the substance but also on the organization of the field visits. She had taken note of the questions raised and the information requested would be provided. The selection of countries to be visited had been carried out in the following manner. UNDP and UNFPA consulted and then made proposals to the Bureau of the Board. The bureau decided on the final selections. Geographical distribution and rotation were criteria for the selection of countries. Variance in the types of programmes covered was considered. The secretariat also tried to consider countries where the programmes of both UNDP and UNFPA would hold interest. Of course, practical aspects were considered too; for example, whether a Resident Representative was in place at that time, whether the country was in transition, and the availability of representatives of the government. All comments on field visits were taken into consideration and the Secretary had noted the proposals to try to look for countries where there would be a country programme, CCF or review coming before

the Board. As many were already aware, the next field visit would be to Brazil. She was extremely happy to note that there would be good representation on the trip, not only of all regions, but of the donor group, which had not always been well represented. In August there would also be a visit, but the Bureau had to decide on the final selection of the countries. She stated that she had also taken note of the proposal made by one delegation to visit a country where there had been a DAC donors' review - such as Mali - the secretariat and Bureau would look into that prospect. Any further proposals Board members had to help the secretariat to improve the field visits would be welcome. The visits were especially important because they were an opportunity for everyone to view UNDP and UNFPA programmes up close and always generated an enthusiastic response by delegations.

155. The delegation of Brazil commented on the forthcoming visit of the Board to his country. The Government of Brazil and the UNDP office in Brasilia would be very happy to welcome the members of the Board. The trip would provide an opportunity to have first-hand knowledge about a development programme that had already been discussed at great length in the present forum. It was a new model of cooperation, based primarily on the use of non-core and national cooperation resources.

156. The Executive Board took note of the reports on the field visits to Bangladesh (DP/1998/CRP.13), Tunisia and Lebanon (DP/1998/CRP.14), and South Africa (DP/1998/CRP.15).

## UNFPA segment

## X. COUNTRY PROGRAMMES AND RELATED MATTERS

157. The Executive Board had before it two proposed country programmes: Assistance to the Government of Burundi (DP/FPA/BDI/4); and Assistance to the Government of Madagascar (DP/FPA/MDG/4). As no requests for discussion had been received, and in accordance with decision 97/12, the Board approved the two country programmes before it without discussion.

158. Several delegations praised the two country programmes for being well designed and well balanced and were pleased to observe that there had been noteworthy collaboration among the Government, donors, and civil society, including NGOs, in the Country Population Assessment (CPA) exercises undertaken in Burundi and Madagascar. One delegation welcomed the special attention that would be given to addressing the reproductive health needs of men and adolescents in Madagascar. The delegation also expressed appreciation for the flexibility built into the Burundi programme. The same delegation noted that its Government was temporarily suspending assistance to Burundi. Another delegation underscored the high quality of both country programmes. The same delegation welcomed the realistic objectives and the emphasis on improved coordination delineated in the country programme for Madagascar. The delegation announced that its Government would grant 5 million French francs for programme implementation in Madagascar and added that a similar amount would be provided to Côte d'Ivoire. The same delegation stated that it approved of the strategy adopted in the Burundi country programme and was pleased to note the suspension of economic sanctions against

that country. Another delegation thanked the Executive Director for her deep commitment to the countries of Africa and for her tireless efforts in seeking to mobilize resources. The delegation thanked UNFPA for the quality programmes designed for Burundi and Madagascar and went on to urge donors to increase their contributions to UNFPA.

159. The delegation of Burundi thanked the Executive Board for approving the programme of assistance to the Government of Burundi in the amount of $8 million for the period 1999-2001 and noted that it represented good news for the people of Burundi. The delegation added that the programme had been developed with the full cooperation of the Government and in collaboration with civil society. The delegation referred to a meeting of donors held earlier in January in New York, organized by the Government of Canada and UNDP, and added that on 23 January, in Arusha, the United Republic of Tanzania, the East African Heads of State had agreed to lift the economic sanctions imposed against Burundi. The same delegation called upon donors to extend generous financial support to the programme in Burundi and to thereby help to ensure its success.

160. The delegation of Madagascar thanked the Executive Board for approving the programme of assistance to the Government of Madagascar in the amount of $14.4 million for the period 1999-2003, and noted that the programme had been developed with the close collaboration of the Government and civil society and had taken into account national development objectives and the national demographic policy. While thanking various donors for their financial support, the delegation underscored that the programme would be an effective tool in combating poverty.

161. The Director, Africa Division, thanked the delegations for their positive and supportive comments and, in particular, expressed her appreciation to the two Executive Board members who had participated in the CPAs. She noted that the contributions of the two members had been very valuable to the CPA exercise. She also thanked the Governments of Burundi and Madagascar for their support, close collaboration and involvement in the CPA process that had culminated in the design of the two country programmes that had just been approved. She added that such collaboration ensured ownership by the respective Governments. She thanked the delegation of France for announcing the financial support that its Government would provide for the Madagascar country programme. In stating that she had taken note of another delegation's announcement that its Government had temporarily suspended assistance to Burundi, the Director expressed the hope that with the recent lifting of sanctions, the delegation's Government would soon resume its support. She concluded by noting that UNFPA looked forward to working closely with the concerned Governments and donors in the two programme countries.

162. The Deputy Executive Director (Programme) also thanked the delegations for their positive comments. She stated that it had been very beneficial to have had members of the Executive Board participate in the CPAs. She welcomed further participation by the Board members in future CPAs and noted that a preliminary list of upcoming CPAs has been made available during the current session. She recalled that the CPA exercise differed from its predecessor, the Programme Review and Strategy Development (PRSD) exercise. Unlike the PRSD, the CPA did not focus on a mission but involved an analytical process over a period of time and included the participation and collaboration of Government, donors and civil society in the exercise. She added that, in line with the Board's decision, information about

forthcoming CPAs would be shared with all members of UNFPA so that those who so desired could review the CPA recommendations.

163. The Executive Director noted that UNFPA was focusing greater attention to the issue of male involvement in reproductive health and the subject was a key area of concern in the ICPD+5 review and assessment process. She added that the Fund was considering organizing a side event on the subject at the Preparatory Committee of the CPD.

## XI. OTHER MATTERS

### Coordinating Committee on Health

164. The Executive Board authorized the Bureau to approve the nomination from the Western Europe and Other States group for a member and an alternate to serve on the WHO/UNICEF/UNFPA Coordinating Committee on Health for a one-year term, with the nomination to be confirmed at the second regular session 1999.

### Closing statements

165. The Deputy Executive Director (Policy and Administration), speaking on behalf of the Executive Director, thanked the Executive Board for getting off to a fine start for 1999. UNFPA was impressed with the Board's efficient and business-like manner and the constructive attitude that had characterized its deliberations during the session. The Fund was pleased that the issue of resources was at the forefront of the Board's concerns for the year. The Board's support was indispensable in that area and UNFPA was thankful for the Board's vision and innovativeness in conceiving the multi-year funding framework and for its commitment to putting the framework into operation. UNFPA looked forward to working with the Board over the next two years in developing the Fund's multi-year funding framework and bringing it to fruition. In that regard, the Deputy Executive Director informed the Board that the Executive Director would be able to guide UNFPA through the process, as the Secretary-General had extended her appointment through 31 December 2000.

### Tribute to Mr. Rafeeuddin Ahmed

166. The Vice President, H. E. Dr. John Ashe (Antigua and Barbuda), read a statement on behalf of the Executive Board to extend the best wishes of the Board to Mr. Rafeeuddin Ahmed and his family as he left the post of Associate Administrator of UNDP. Mr. Ahmed had enjoyed a long and distinguished career in the United Nations and had brought his wisdom and experience to UNDP. His dedication to development and especially to the interests of programme countries and to the staff of UNDP was greatly appreciated. The Board would miss his presence greatly. The Vice President then asked the Board to join him in a show of appreciation for Mr. Ahmed.

### Administrator's remarks

167. The Administrator stated that the session had been extremely important and productive. Two landmark decisions had been adopted: on the multi-year funding

framework and on the successor programming arrangements. On behalf of UNDP, he underlined how much he appreciated the spirit of partnership in adopting the key legislation that would guide UNDP in the years to come. UNDP was committed to upholding the outcome of those decisions and to concrete results. However, he emphasized, UNDP needed to reach the level of resources that had been agreed on collegially or it would find itself in a difficult situation. In that regard, he stated, the utmost must be done for the April funding meeting as it offered a unique opportunity to demonstrate commitment to implementing the legislation and to reversing the negative trend in contributions to core resources. He noted the other issues that the Executive Board had taken up during the week, including at the joint meeting with UNFPA, UNICEF and WFP, which presented an opportunity for an exchange on country-level operations. The discussion on field visits had demonstrated that UNDP was making a difference at the country level. He took the opportunity to salute those international and national staff members who worked at the country level, often in difficult circumstances.

168. The Administrator thanked the Vice Presidents who had chaired the meetings in place of the President, to whom best wishes for a speedy recovery were extended. He thanked the Vice President for his words on the outgoing Associate Administrator and extended his best wishes to Mr. Ahmed for the future.

## XII. JOINT MEETING OF THE UNDP/UNFPA, UNICEF AND WFP EXECUTIVE BOARDS

### A. Major areas of concerted action for 1999

### Resource flows, follow-up to international conferences, the resident coordinator system

169. The Administrator, UNDP, stated that he hoped the joint meetings in future would function more as a joint review board for the activities of particular country teams, as it was important for their focus to be on country-level issues. The United Nations was consistently successful in the field of operational activities, including both humanitarian and development-related interventions. He applauded General Assembly resolution 53/192 of 15 December 1998 on the triennial policy review, which he said reflected a profound sense of the reality of work at the country level. In particular, the resolution supported the work of the members of the United Nations Development Group (UNDG) at the country level. He was pleased with the guidance provided by the resolution on so many important aspects of operational activities.

170. With regard to the resident coordinator system, he noted that there had been much progress in the past year. As funder and manager of the resident coordinator system, UNDP had worked to strengthen the system and appreciated the support from UNDG partners. A successful competency assessment exercise of 40 resident coordinator candidates had taken place for the first time. Following the competency assessment, the first meeting of the Inter-Agency Advisory Panel had shortlisted candidates for each open resident coordinator position. In real progress towards broadening the base of resident coordinators, 21 out of 130 were now from outside UNDP, as compared with 1993 when there had been only one. Currently, 21 per cent of resident coordinators were women, compared with 10 per cent in 1993.

171. A strengthened resident coordinator system was invaluable in the joint effort to promote coherent and cohesive country-level action by the United Nations as mandated by the Secretary-General, he said. The Consultative Committee on Programme and Operational Questions (CCPOQ) had produced a second guidance note to the resident coordinator system with regard to the follow-up to global conferences. The United Nations Development Assistance Framework (UNDAF) was an ideal tool to ensure country-level follow-up to conferences.

172. The Administrator added that General Assembly resolution 53/192 devoted 10 paragraphs to funding, an issue that was of the highest priority. The steady decline in official development assistance (ODA) must be halted. Since 1992, core contributions to UNDP and ODA both had declined by 20 per cent. He noted that the multi-year funding frameworks were under discussion in the Executive Boards.

Monitoring and evaluation, use of common indicators

173. The Executive Director, UNFPA, focused primarily on issues related to monitoring and evaluation, including indicators. She said that monitoring and evaluation were an important part of General Assembly resolution 53/192 on the triennial policy review. The funds and programmes agreed on the importance of reviewing and assessing what was being done in operational activities and documenting the results. They also all recognized the need to be more analytical about successes and weaknesses and to collect lessons learned and feed them back into future programming.

174. She said it was useful to recall a number of points. The funds and programmes were not starting from scratch; they all had long-standing expertise and experience in those areas. Moreover, there was coordination in monitoring and evaluation, especially at the field level, but it had not been well documented. The system-wide Inter-agency Working Group on Evaluation provided a useful forum to exchange technical information on substantive and methodological issues, and CCPOQ had harmonized monitoring and evaluation procedures in the United Nations system. The development of the Common Country Assessment (CCA) and the UNDAF had helped to prepare the ground for significantly improved coordination and collaboration in that area. Also, the UNDG members had reviewed reporting forms to see how they could be simplified; discussed ways to harmonize training of national counterparts in capacity-building and results-based budgeting; and reviewed matters related to national execution and sector-wide approaches.

175. She said that the CCA and UNDAF provided a significant opportunity to strengthen the monitoring and evaluation components of programmes. The CCA established a baseline to measure progress, a database and a list of agreed common indicators. It also required that steps be taken to strengthen the country's capacity to collect, analyse and use data. If the CCAs accomplished even part of that ambitious agenda, they would provide, for the first time, a solid basis to undertake monitoring and evaluation that was planned and agreed by all concerned parties. An overriding concern was to strengthen the longer- term capacity of countries in that area. UNDAF guidelines contained an important component on monitoring and evaluation that called for a monitoring and evaluation plan and foresaw more joint exercises at regular intervals.

176. The Executive Director said it was of utmost importance that the United Nations system agreed on a common set of indicators for a given country. This was possible because of the work that had been done in a number of forums, including the Inter-agency Task Force on Basic Social Services for All (BSSA) and the United Nations Statistical Commission, and in the development of the CCA and UNDAF. The new CCA indicator frameworks took into account the key outcome indicators in previous lists, notably the 15 social sector indicators of the Minimum National Social Data Set and the 11 key development indicators of the BSSA Task Force. In developing the CCA indicator framework, the United Nations had been mindful of the need not to add to countries' reporting burdens, to ensure country ownership of the indicators and to strengthen local statistical capacity.

177. She concluded by noting a number of other issues relating to harmonization of policies and procedures that the UNDG members would address in the months ahead. For example, they would closely monitor progress in harmonizing programming cycles, for which it had provided guidance and instructions to country offices. UNDG members would also be taking a fresh look at the programming procedures of each organization in the context of the implementation of the CCA and UNDAF with a view to streamlining and simplifying them further.

## Harmonization of programme cycles; common premises and services; the United Nations Development Assistance Framework and the Common Country Assessment

178. The Executive Director, UNICEF said that harmonization of programme cycles was key to the introduction and effectiveness of UNDAF and that the heads of the funds and programmes had asked all offices to harmonize their programme cycles by 2003. To date, 39 countries were harmonized and another 49 would soon have agreements to do so. The funds and programmes were also looking at countries where their cycles were off by just one year. In Colombia and Paraguay, for example, where the UNICEF programmes were scheduled to end in 1999, UNICEF would prepare two-year programmes in order to harmonize the cycles with those of the other agencies. Having synchronized programme cycles would both create the necessary preconditions for the successful implementation of UNDAF and improve the complementarity of agencies' programmes. There were still some outstanding issues, however:

(a) The programme cycles of United Nations agencies would have to coincide with government planning periods, although with an increase in "rolling plans" and the wide range of planning cycles, in every case full synchronization might not be possible;

(b) In order to ensure continuing synchronization of cycles, there must be agreement on the length of future programming cycles. That would take into account both government planning cycles and the agencies' own internal, including Board-mandated, processes. The issue was on the workplan of the UNDG agencies in 1999;

(c) There were a number of countries where there were difficult circumstances, such as conflict, or where agencies had multi-country programmes covering different configurations of countries, or where the programme cycles were out of synchronization by more than one year. In these cases, the United Nations country teams had been asked to work with headquarters to prepare a plan of action to move towards harmonization.

179. Concerning common premises, she said that currently, there were seven United Nations Houses that had been inaugurated by the Secretary-General, with a further 23 to be designated formally on an appropriate occasion in the coming months. In 14 additional countries, some combination of UNDG members shared premises. The UNDG subgroup on common premises, chaired by UNICEF, would evaluate a further 20 locations each year for the next three years. The extent to which United Nations Houses would be established would depend on the evaluation and the availability of funding.

180. As for common services, she said, with support from key donors, the subgroup had begun to analyze common service practices and would build a data base of best practices that country teams would be encouraged to adopt. However, much was happening at the country level. In Honduras, for example, which had a United Nations House, a cooperation agreement had been signed by the agencies that detailed the use and management of common services. In Guatemala, UNICEF estimated that the development of common and shared services had reduced budgeted administration and travel costs. Shared or common services were in place in all counties with a United Nations House and in many others, including India, the Philippines and Zimbabwe, country teams were developing enhanced means of cooperation.

181. The pilot phase of the UNDAF exercise had been assessed in a number of ways, she said. The UNDG agencies had carried out an internal review which was complemented by a review by an external group of "eminent persons". Individual agencies, including UNICEF, had carried out their own analyses. The pilot phase had culminated in a system-wide consultation held in Princeton, New Jersey in November 1998. In addition to the need for harmonization of programme cycles, the review highlighted the need to: (a) ensure full government participation and ownership; (b) carry out a thorough CCA and analysis as an essential precondition of the UNDAF; and (c) revise the existing provisional guidelines and global support system, emphasizing regional support networks and drawing on the experience of the pilot phase.

182. On the basis of those reviews, UNDG members had agreed on proposals for the expansion of UNDAF. The UNDG Subgroup on Programme Policies, chaired by UNICEF, was charged with the responsibility of drafting the new guidelines for the CCA, UNDAF and the global support system. The initial drafts were completed in December 1998 and circulated to all country teams in the pilot countries and to country teams that had completed the CCA exercise. All UNDG members including the regional commissions, the Office for the Coordination of Humanitarian Affairs (OCHA), the World Bank and the specialized agencies had been asked for their comments. The subgroup aimed to complete the second draft in early February; once they were approved by the UNDG members, the guidelines would be issued to all country teams by early March. While the final roll-out plan could only be determined once it was clear which countries would have completed the CCA process and have harmonized programme cycles, preliminary indications were that some 50 countries should have embarked on the exercise by the end of 2000. All countries were encouraged to start the CCA process, however.

183. There were still a number of issues to be addressed, she said. Adding a CCA and an UNDAF to the individual programme development processes of each fund or programme simply was not feasible. Each agency would review the impact on its process and for its part, UNICEF would have within the next few months proposals for discussion on how to adopt its programming process to this new reality. A second issue was how to apply and adapt the UNDAF to countries in conflict and how it was linked to the Strategic Framework.

Links between development and humanitarian operations

184. The Deputy Executive Director, WFP, said that one of the reasons that it was difficult to incorporate development initiatives in relief operations was their time frame, which for an emergency operation typically was a few months. Follow-on phases had to be planned almost simultaneously. During the first phase, it was almost impossible to identify a development possibility, invite potential partners to prepare proposals, engage personnel and place them in the field, build confidence with the local community and start the development work. WFP could assure development partners like NGOs only very short-term funding and as a result, it was not always easy to find qualified partners who were prepared to work on this basis.

185. Another difficulty was that staying too long in a pure relief phase could create distortions in economic structures, impede the rebuilding process and delay the emergence of locally-based food supply systems, he said. Thus, it was important to move as soon as possible to a recovery stage by reducing the general distribution of free food while still targeting the most vulnerable. As the overall costs of the operation declined, however, sometimes dramatically, the balance between the programme support costs and the programme deliverables changed. Viewed in those narrow terms, the operation appeared more costly and sometimes it was difficult to convince donors that operations were not becoming less efficient.

186. In 1998, the WFP Executive Board agreed that with few exceptions, a recovery strategy would be prepared within 18 months of the beginning of a relief operation. WFP, however, should begin introducing recovery approaches when the opportunity arose, even prior to the formulation of a recovery strategy. The Board also revised an existing category of programme activities to enable WFP to undertake development activities identified in the recovery strategy, using contributions from either or both the relief and development budget lines of donors. That programme category included a contingency mechanism to respond to possible setbacks, reversals and new emergencies or disasters. The adaptation was now established and had been used in Cambodia, Central America, the Great Lakes region of Africa, Somalia and Iraq.

187. The Executive Board had approved other policies, including continuing to work with partners through such inter-agency mechanisms as the Strategic Framework, the Consolidated Appeals Process and UNDAF; maximizing local inputs and participation; involving women in programme design, implementation and monitoring; strengthening local and national institutions and capacities; reinforcing pockets of stability during crises; engaging with civil society; and helping people to cope with crisis.

Discussion

188. A number of delegations spoke about the significance of the joint session itself within the context of United Nations reform, although it was suggested that in future, the joint sessions should focus on fewer topics.

189. Many speakers expressed continued support for the UNDAF as a means of strengthening United Nations programmes at country level through improved coordination and use of resources. CCAs were considered an important, crucial first step in elaborating the UNDAF, which was also seen as a means of implementing the programmes of the international conferences. Delegations were encouraged by the progress made to date and by the commitment of the funds and programmes to the exercise, especially to harmonizing programme cycles and simplifying programming procedures. It was suggested that a broader range of partners, including the specialized agencies and the international financial institutions (IFIs), would increase the effectiveness of UNDAF. The need for ownership of process by programme countries was stressed by many delegations. Speakers were encouraged by improvements in the resident coordinator system, especially the broadened pool of candidates and the new selection process.

190. A speaker said that there had been a decline in resources for development and that harmonization was a means of reducing duplication and increasing cost-effectiveness through such means as common premises. However, cost-cutting was not an end in itself. What was needed was the implementation of agreed projects in developing countries. Another speaker suggested that the Executive Heads of the funds and programmes issue a joint statement on resource flows to highlight the importance of the matter. It was also suggested that resident coordinators seek resources in programme countries through strategic alliances. The Executive Director, UNFPA, agreed that there was a need for a joint statement on resource mobilization but suggested that it specify what those resources could accomplish. The Administrator, UNDP, also supported the idea of a joint statement on resource flows.

191. On UNDAF, delegations asked about the possibility of joint programming and reporting; about what programming instruments could be eliminated and whether there were as yet ideas about how simplified programming procedures would work. It was also asked if the funds and programmes were contemplating reporting on the activities of Governments and of multilateral and bilateral donors. Questions were raised about the involvement of the World Bank in the UNDAF exercise. Some speakers raised questions about CCAs, with one asking if they could be made available to other development partners. The delegation of one of the UNDAF pilot countries said that the CCA would enhance the development partnership between the United Nations agencies, programme countries and the Bretton Woods institutions, in line with the need for national execution and ownership of the process.

192. The Administrator, UNDP, said that at the country level, it could be a long time before the individuality of funds and programmes was lost. However, the programming process did have to be simplified. As an example, UNDP was prepared to drop its advisory note in any country where the UNDAF was in place. The UNDG subgroups on programme policies and operation were exploring ways of simplifying procedures and harmonization. At the country level, the United Nations family needed coordination that would include the funds and programmes and the

specialized agencies, allowing them to merge their modest resources in joint, parallel strategies that supported the country's agenda while providing a "big table" for the Bretton Woods Institutions and the IFIs. The resident coordinator system provided a platform for coordination at the country level. Collaborative programming had been successful in certain instances, as in Burundi, but in general problems remained owing to the obligation of separate reporting arrangements.

193. The Executive Director, UNFPA, said that there was a strong commitment to UNDAF but it was important to maintain the identities of the funds and programmes, which were needed for fund-raising. There were many examples of joint assistance at country level that did not involve all UNDG members, including the United Nations initiative on adolescent health in Botswana, which involved UNDP, UNFPA, UNICEF and WHO; and the collaboration between UNDP, UNFPA and bilateral donors on the 1998 population census in Malawi. There was a question as to whether all agencies should participate in every initiative, as that could result in a "shopping list" of activities. First, the United Nations should assess with a Government what its priorities were and then invite the necessary agencies to participate.

194. The Executive Director, UNICEF, said there must be a balance between the distinctiveness of agencies and coordination. The UNDAF was a planning framework that brought coherence and value to the United Nations interventions and interactions with countries, thus avoiding having too many priorities. Concerning reporting, she reported to the UNICEF Executive Board through a variety of reports, including mid-term reviews and other country programme documentation. Also available to the UNDG agencies were the reports of the resident coordinators and the annual reports of each agency.

195. A delegation said that in many cases, countries' socio-economic progress was hindered by obligations to the IFIs. The effectiveness of the United Nations system in meeting the development challenge would benefit from their willingness to take into account the UNDAF analysis. He asked what was the reaction of the IFIs to CCAs and the resident coordinator system and what action could be taken to strengthen cooperation with the IFIs at the country level. The Executive Director, UNFPA, said that once a good CCA had been completed, it provided an opportunity to involve Ministries of Finance in the work of the United Nations system. The Executive Director, UNICEF, said that CCAs involved all development partners and in some countries, for example Malawi and Ghana, the World Bank had signed the UNDAF. The Administrator, UNDP, said that discussions were under way between the UNDG members and the World Bank with regard to a new partnership approach.

196. A speaker said that more coordination was needed in emergencies and asked about the intentions of UNDG members to pursue that goal. Another asked the Executive Heads of UNDP, UNFPA and UNICEF to address the transition from relief to development. The Administrator, UNDP, said that UNDAF could be used to broaden the work of the United Nations in the humanitarian fields. The Deputy Executive Director, WFP, said that in 1998, both the humanitarian segment of the Economic and Social Council and the triennial policy review had addressed joint work by United Nations partners. There were other forms of cooperation, including working groups, joint assessment missions, the establishment of memoranda of understanding

and the inter-agency mechanisms. The Strategic Framework for Afghanistan was an example of coordination. At the country level, there was no reason why the humanitarian aspects of development should not be included in the CCA and UNDAF exercises.

197. The Executive Director, UNICEF, said that of the 18 UNDAF pilot countries, none were complex emergencies. Issues that remained to be addressed included the question of the Strategic Framework or UNDAF in cases where there was no functioning government. Relief and development were both part of the humanitarian response, but donors' definitions of related terms could improve. For example, health was considered a humanitarian response but not education, even though education was key to assisting children in conflict.

198. A speaker said that UNDP had been engaged in some countries in such activities as mine-clearance and assistance to returnees, and asked that as manager of the resident coordinator system, UNDP respond more actively to such needs. The representative of Lebanon cited the importance of post-conflict peace-building, mentioning his own country's experience, and asked how such work could be coordinated and studied for lessons learned. The Executive Director, UNFPA, said that she had visited Lebanon and been impressed by the convergence of relief, rehabilitation/construction and development activities taking place, all involving the private sector, NGOs and bilateral donors. The Administrator, UNDP, said that the International Peace Academy was studying lessons learned from peace-building that could be shared.

199. Concerning follow-up to the international conferences, a delegation said that the Economic and Social Council had held a session on integrated follow-up and asked if UNDG had taken up the issue. The Deputy Executive Director, WFP, said that a joint, coordinated response would be helpful, as it would allow agencies to focus on the conferences that were appropriate to them. A speaker asked about experience to date in integrating follow-up to global conferences with national priorities. The Administrator, UNDP, said that one of the best analyses along those lines had been done by the United Nations country team in Pakistan, which had addressed how national goals coincided with the goals of the conferences. He said that the ACC agreement on poverty eradication was an example of how to build effectively on the outcomes of conferences.

200. Referring to a recent visit to Sierra Leone, a speaker asked the Executive Heads to address the follow-up by UNDG to the Secretary-General's report on Africa, specifically how the report's conclusions were being applied at field level. The Deputy Executive Director, WFP, said that Sierra Leone was an example of a country for which there had been high hopes for relief and development, but which had returned to crisis. The Executive Director, UNICEF, said that UNDG had provided input to the Secretary-General's report and that the ACC had highlighted the importance of follow-up. UNDG had prepared a matrix of follow-up activity which had been sent to all country offices, and the process would be reviewed periodically. The CCAs, UNDAFs and specific reports also took into account the priority for Africa.

201. A speaker asked about the possibility of including a wider range of participants from civil society, especially NGOs, in the UNDAF process. The

Executive Director, UNICEF, said that in most UNDAF pilot countries, there had been some type of involvement of civil society.

202. A delegation said that the development of common indicators was an area in which the United Nations could contribute to the development process. These indicators were very useful in identifying the progress made by United Nations programmes. The speaker asked how other partners were participating in the development and use of common indicators. Another delegation asked to what extent national Governments were involved in the development of the indicators. The Executive Director, UNFPA, said that the United Nations system had done much work in that area. There was agreement on the use of common indicators at the country level, with the their applicability depending on a country's level of development. Programmes did not have to address every indicator. The indicators would be used for benchmarks to develop analytical systems required to monitor progress.

203. A delegation asked about country-level collaboration in the fight against HIV/AIDS in Southern Africa. The Executive Director, UNFPA, said that in Botswana, a United Nations theme group was preparing a national priority programme to address HIV/AIDS control. There was also a programme for young people's health that involved bilateral donors.

204. In closing, the Executive Director, UNICEF, said that the UNDAF, while still posing many challenges, had provided many benefits. It was still early in the process, which had begun in the middle of countries' programming processes. There was now more cohesive teams at the country level, and UNDAF brought to the programming process such fundamental issues as human rights and child rights, raising them as systemic, rather than single-agency issues. There was a better analysis of country situations, as for example in Viet Nam, where United Nations activities were focused on poorer areas, or Mozambique, where agencies were working with the Government in developing programmes for HIV/AIDS. The original challenge had been to clarify the role of the Government and to involve agencies not working in the country. There was still a need to reduce the programming process.

205. The Executive Director, UNFPA, said that the common goal of the United Nations system should be to respond specifically to countries' needs at the country level.

206. The Administrator, UNDP, said that UNDAF should be the most effective framework at the country level. It would, however, take several years to roll out completely. Guidelines on the CCA and UNDAF would be presented to the ACC at its spring 1999 session. The UNDAF should not become a canopy for disparate and individual programmes. He said he would like UNDAF to be a common programme document that replaced and consolidated all programming instruments. At present, he favoured bringing the Bretton Woods institutions into strategic arrangements at the country level rather that including them in the UNDAF process. In that regard, one factor was that the World Bank did not recognize the resident coordinator as its coordinator at the country level. Finally, he said that there had been a major overhaul of UNDP in recent years, as well in the United Nations itself, although the expected support from donors had not been forthcoming. The United Nations - a "precious asset" for Member States, needed to have more to be able to do more. He stressed the need for growth in assured and predictable

resources for development. In the end, States were responsible for the development work of the United Nations.

## B. Harmonization of budgets

207. On behalf of the three organizations, the UNICEF Comptroller presented the second report on "Harmonization of Budgets: UNDP, UNFPA and UNICEF" (DP/1999/6; DP/FPA/1999/1; E/ICEF/AB/L.2) and expressed appreciation for the constructive comments provided by the Advisory Committee for Administrative and Budgetary Questions in its report (DP/1999/7; DP/FPA/1999/3; E/ICEF/1999/AB/L.4).

208. The Comptroller reiterated the continuing commitment of the three organizations to work together to ensure that a harmonized approach to their support budgets , the format of which would continue to be modified to reflect not only identified improvements, but also new requirements as they emerged. She recalled the efforts leading to the harmonized proposal which concentrated on the development of comparable and transparent budget information, while preserving the unique nature and requirements of each organization. In other words, she said that harmonization meant more similarity but did not mean sameness.

209. For the benefit of delegations that had not participated in previous discussions of the subject, she briefly described the definitions of Programme, Programme Support and Management and Administration. She also described the two major changes proposed in the report. The executive summary had been reorganized to move the resource plan as the first table to be presented and to make the financial framework the first section under the executive summary. Also, a new table summarized key areas of savings and how the savings were redirected. All tables would show gross and net budget figures, but approval would still be made on the proposed gross budget.

210. Asked to clarify gross and net support budgets, the Comptroller said that the gross support budget reflected the total activities the organization would carry out, and the net support budget was the result of deducting the income to the budget. Each organization would explain this clearly in its respective budget document.

211. A delegation asked whether the information provided to ACABQ concerning a detailed breakdown of staff costs and operating expenses would also be made available to members of the Executive Boards on request. The Comptroller said that each organization would provide any information requested by ACABQ. Another speaker endorsed the inclusion of the item "government local office cost contribution" as income to the budget.

## 99/3. Overview of decisions adopted by the Executive Board at its first regular session 1999

The Executive Board

*Recalls* that during the first regular session 1999 it:

### ITEM 1: ORGANIZATIONAL MATTERS

Elected the following members of the Bureau for 1999:

President : H.E. Mr. Asda Jayanama (Thailand)
Vice-President : Ms. Jana Simonova (Czech Republic)
Vice-President : H.E. Dr. John W. Ashe (Antigua and Barbuda)
Vice-President : Ms. Anne Barrington (Ireland)
Vice-President : Mr. Aboubacar Dione (Guinea)

Approved the agenda and work plan for its first regular session 1999 (DP/1999/L.1) as orally amended;

Approved the report of the third regular session 1998 (DP/1999/1);

Approved the annual work plan 1999 for the UNDP/UNFPA Executive Board as orally amended;

Agreed to reschedule its second regular session 1999 from 5-9 April 1999 to 12-16 April 1999;

Agreed to the following schedule of future sessions of the Executive Board in 1999:

Second regular session 1999: 12-16 April 1999
Annual session 1999: 14-25 June 1999 (New York)
Third regular session 1999: 13-17 September 1999

Agreed to the following tentative schedule of future sessions of the Executive Board in 2000:

First regular session 2000: 24-28 January 2000
Second regular session 2000: 27-31 March 2000
Annual session 2000: 12-23 June 2000 (Geneva)
Third regular session 2000: 11-15 September 2000

Agreed to the subjects to be discussed at the second regular session 1999 of the Board, as listed in the annex to the present decision;

## UNDP/UNFPA SEGMENT

### ITEM 2: RECOMMENDATIONS OF THE BOARD OF AUDITORS

Took note of the UNDP report on an updated overview of implementation of recommendations of the Board of Auditors, including an updated timetable (DP/1999/3);

Took note of the UNFPA report on an updated overview of implementation of recommendations of the Board of Auditors (DP/FPA/1999/2);

## UNDP SEGMENT

### ITEM 3: UNDP 2001

Took note of the progress report on the implementation of change management (DP/1999/CRP.2);

### ITEM 4: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Adopted decision 99/2 of 29 January 1999 on successor programming arrangements;

Approved the following country cooperation frameworks:

First country cooperation framework for Kenya (DP/CCF/KEN/1);
First country cooperation framework for Madagascar (DP/CCF/MAG/1);
First country cooperation framework for Niger (DP/CCF/NER/1);
First country cooperation framework for Suriname (DP/CCF/SUR/1);
First country cooperation framework for Tajikistan (DP/CCF/TAJ/1);

### ITEM 5: UNDP: INFORMATION AND COMMUNICATION STRATEGY

Took note of the oral presentations on key areas of communication needs and of the comments made thereon by delegations;

### ITEM 6: SPECIAL FUNDS AND PROGRAMMES

Took note of the report on activities of the Global Environment Facility, the Montreal Protocol, the Office to Combat Desertification and Drought (UNSO) and the United Nations Revolving Fund for Natural Resources Exploration (DP/1999/4);

### ITEM 7: RESOURCE MOBILIZATION

Adopted decision 99/1 of 29 January 1999 on a UNDP multi-year funding framework;

### ITEM 8: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Decided to postpone consideration of this item to the second regular session 1999;

### ITEM 9: FIELD VISITS

Took note of the reports on the field visits to Bangladesh (DP/1998/CRP.13), Tunisia and Lebanon (DP/1998/CRP.14) and South Africa (DP/1998/CRP.15);

## UNFPA SEGMENT

### ITEM 10: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the following country programmes:

Assistance to the Government of Burundi (DP/FPA/BDI/4);
Assistance to the Government of Madagascar (DP/FPA/MDG/4);

### ITEM 11: OTHER MATTERS

Authorized the Bureau to approve the nomination from the Western Europe and Other States group for a member and an alternate to serve on the WHO/UNICEF/UNFPA Coordinating Committee on Health for a one-year term, with the nomination to be confirmed at the second regular session 1999.

### ITEM 12: JOINT MEETING OF THE UNDP/UNFPA, UNICEF AND WFP EXECUTIVE BOARDS

Held a joint meeting with presentations made on areas of concerted action in 1999 and on the proposed revised format for the future biennial support budget, including the report thereon of the Advisory Committee on Administrative and Budgetary Questions (DP/1996/6-DP/FPA/1999/1-E/ICEF/1999/AB/L.2; DP/1999/7-DP/FPA/1999/3- E/ICEF/1999/AB/L.4).

29 January 1999

Annex

## EXECUTIVE BOARD OF UNDP/UNFPA
## WORKPLAN 1999

### Second regular session 1999 (12-16 April 1999)
(5 working days)

| Item No. | Nature of report | Action/ Information | Time allotted | Item and subject |
|---|---|---|---|---|
| 1 | | | | ORGANIZATIONAL MATTERS |
| | Official<br>(DP/1999/L.2) | A | | Provisional agenda, annotations, list of documents |
| | Official | A | | Report on the first regular session 1999 |
| | Official | I | | Decisions adopted by the Executive Board at its first regular session 1999 |
| | | | ½ day | |
| | | | | JOINT UNDP/UNFPA SEGMENT |
| 2 | | | | REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL |
| | Official | A | | |
| 3 | | | | COMMON PREMISES AND SERVICES |
| | CRP | I | | Progress report |
| 4 | | | | STATEMENTS ON FUNDING COMMITMENTS TO UNDP AND UNFPA |
| | CRP | I | 1 day | |
| | | | | UNFPA SEGMENT |
| 5 | | | | COUNTRY PROGRAMMES AND RELATED MATTERS |
| | Official | A | ½ day | |

| Item No. | Nature of report | Action/ Information | Time allotted | Item and subject |
|---|---|---|---|---|
| 6 | | | | TECHNICAL SUPPORT SERVICES |
| | Official | I | ½ day | Progress report on the effectiveness of improvements in the operation of the Technical Support Services system (98/6) |
| | | | | SECTOR-WIDE APPROACHES |
| 7 | CRP | I | | |
| 8 | | | | ICPD+5 |
| | CRP | I | ½ day | Progress report on ICPD+5 process, including the outcome of The Hague International Forum |
| 9 | | | | RESOURCE MOBILIZATION |
| | CRP | I | ½ day | Follow-up to decision 98/24 on UNFPA funding strategy |
| 10 | | | | EMERGENCY ASSISTANCE |
| | Official | I | ½ day | UNFPA assistance in emergency situations |
| | | | | UNDP SEGMENT |
| 11 | | | ½ day | FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS |
| | Official | A | | Risk management |
| | | | | COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS |
| 12 | Official | A | | Country cooperation frameworks |
| 13 | | | ½ day | OTHER MATTERS |

Abbreviations: A = action; CRP = conference room paper; I = information.

# Part two

## SECOND REGULAR SESSION

### Held at United Nations Headquarters from 12 to 16 April 1999

## I. ORGANIZATIONAL MATTERS

1. The President, H. E. Mr. Asda Jayanama (Thailand) opened the meeting. As he had not been present at the first regular session 1999 of the Executive Board, he thanked those members of the Bureau who had chaired the meetings in his place. He looked forward to the Board's critical discussions relating to the multi-year funding frameworks for both UNDP and UNFPA, United Nations reform, ICPD+5, relationships with the Bretton Woods institutions, and the biennial budgets for 2000-2001 for both organizations.

2. The President stated that he counted on the Executive Board to tackle its tasks in a spirit of partnership, through open and transparent dialogue and the efficient and effective use of time. Meetings would begin on time and statements should be limited to the essential points. He looked forward to working closely with the Board members as well as with the Administrator and Executive Director.

3. The President informed the Executive Board that the Vice President representing the African Group, Mr. Aboubacar Dione (Guinea), had been appointed as Ambassador of his country to Libya and would soon be leaving New York. The Board then approved the nomination of Mr. Kwabena Osei-Danquah (Ghana) to replace Mr. Dione as Vice President representing the African Group. One delegation took the floor to congratulate Mr. Dione on his work as Vice President.

### Agenda and work plan

4. The Secretary of the Executive Board provided information concerning the provisional agenda, annotations, list of documents and work plan for the session (DP/1999/L.2 and Corr.1). She noted that all documents were available in all languages except for document DP/1999/CRP.6, which would be distributed as soon as available. In going over the work plan, the Secretary informed the Board that an informal briefing by the UNDP Resident Representative on the Jaffna Programme in Sri Lanka would be held on 14 April, and an informal briefing on the Human Development Report 1999 would be held on 16 April. She noted that the secretariat had not received any request for a separate discussion of the one UNDP country cooperation framework and the one UNFPA country programme before the Executive Board for adoption at the present session.

5. The Executive Board approved the agenda and work plan for its second regular session 1999 (DP/1999/L.2 and Corr.1).

6. The Executive Board approved the report of the first regular session 1999 (DP/1999/8).

7. The Executive Board agreed to the following schedule of future sessions of the Executive Board in 1999 and 2000, subject to the approval of the Committee on Conferences:

Annual session 1999: 14-23 June 1999 (New York)
Third regular session 1999: 13-17 September 1999
First regular session 2000: 24-28 January 2000
Second regular session 2000: 3-7 April 2000
Annual session 2000: 12-23 June 2000 (Geneva)
Third regular session 2000: 11-15 September 2000

The Executive Board agreed to the subjects to be discussed at the annual session 1999 of the Board, as listed in the work plan contained in annex I to decision 99/7.

## UNDP/UNFPA segment

## II. REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL

### A. UNDP

### UNDP report

8. The Administrator introduced his report to the Economic and Social Council (DP/1999/10). He noted that the report had been prepared in compliance with General Assembly resolutions 53/192, 50/120, and 47/199, as well as Economic and Social Council resolutions 1994/33 and 1998/27. UNDP had taken special care in preparing the report to address the new standards and requirements that the Executive Board had set in 1998, in particular those calling for a more analytical report indicating lessons learned and problems. In addition, the report included recommendations for action by the Economic and Social Council. An approach and format that was common to UNFPA, the United Nations Children's Fund, and the World Food Programme, had been utilized, while allowing for each fund to highlight aspects that were particularly relevant to its areas of operation.

9. The Administrator reviewed the highlights of the report and then made brief remarks relating to the United Nations Development Assistance Framework (UNDAF) and the World Bank's Comprehensive Development Framework (CDF).

10. With regard to UNDAF, the challenge would be twofold, he explained, to ensure a strategic and holistic framework. UNDAF was designed to bring greater coherence, collaboration, and effectiveness to the United Nations development efforts at the country level. The synthesis of agreements reached at the United Nations summits and conferences in the 1990s had laid the basis for a strong, legitimate vision of support to programme countries through UNDAF. All United Nations organizations had important roles to play in a team effort. A periodic update on the progress in pursuing United Nations reform proposals, prepared by the United Nations Development Group Office, was made available to the Executive Board.

11. The Administrator noted that with regard to the CDF, the approach based on country ownership should be distinguished from models that sought to weld the international community together into one unified monolithic force, which was not a healthy prospect; CDF should not be such an instrument. Experience had shown that the United Nations development effort, in its independent thinking, non-conditionality and country ownership, was very valuable. Development cooperation agencies should offer options to programme countries, and those countries could have legitimate concerns regarding the emergence of a tight coalition of all external partners.

12. The Administrator underlined that the purpose of the CDF should not be confused with that of UNDAF. The CDF should not be seen as superseding UNDAF, as the latter was designed to bring greater coherence, collaboration, and effectiveness to the United Nations development effort at the country level.

13. Work on the common country assessments (CCAs) and UNDAFs would continue as planned. The CCA/UNDAF process, which had been endorsed by the General Assembly, was designed to strengthen both the strategic value and coherence of United Nations development cooperation. The process should provide a solid foundation for United Nations country teams to engage in a dialogue with national partners and the World Bank on the CDF. Likewise, Governments could continue to encourage the World Bank to contribute to, and participate in, the CCA/UNDAF guidelines to be issued shortly. Finally, it was for Member States to decide what programming tools they wished to utilize and the role that they wanted the international community to play.

14. The Administrator briefed the Executive Board on the outcome of the first session of 1999 of the Administrative Committee on Coordination (ACC), which had included the approval of a guidance note prepared in the Consultative Committee on Programme and Operational Questions (CCPOQ) on the CCA/UNDAF process. The guidance note encouraged the enhanced involvement of specialized agencies in the process, including through their governing bodies.

### Discussion

15. Many delegations took the floor to congratulate UNDP on its report, which they described as analytical, problem-oriented and very useful, in particular through its recommendations, to the discussions at the Economic and Social Council. The report fulfilled the provisions of General Assembly, Economic and Social Council and Executive Board legislation, and could serve as a model for reporting to the Council by funds and programmes. The recommendations could be the subject of an informal discussion at the Council.

16. United Nations Development Assistance Framework. Many speakers addressed the role of the United Nations Development Group (UNDG) and UNDAF in furthering United Nations reform in the operational activities area, expressing strong support for the CCA/UNDAF process. One delegation emphasized that UNDG was an internal secretariat body with a limited substantive role. Continued collaboration at the inter-agency level was strongly emphasized, with speakers underlining the need for specialized agencies to participate in the UNDAF process. The recent decision by ACC in that regard was welcomed. The need for UNDAF to meet the needs of programme countries and reflect their priorities was

emphasized by many delegations, as was the need to ensure that UNDAF developed into a strategic document. With regard to the recommendations on UNDAF contained in paragraph 33 (b), several speakers questioned the wording regarding coordination, stating that it should refer to coordination "with" other donors, and not "of" other donors. One delegation expressed its concern that the recommendations contained in paragraph 33 of document DP/1999/10 could lead to confusion between the UNDAF and the CDF. The speaker recalled that UNDAF, contrary to the CDF, was an internal exercise of the United Nations, with a view to allowing various bodies of the United Nations to offer a coherent, rational and ordered response to the needs of members of the Programme. The objective of the CDF was much more ambitious because it contained the entire donor community, both multilateral and bilateral. One delegation underlined that questions relating to monitoring and evaluation, as mentioned in paragraph 25 of document DP/1999/10, did not arise since UNDAF was a framework and not an operational programme. Some speakers expressed the hope that UNDG would coordinate increasingly with the other sectoral reform groups created by the Secretary-General. Other delegations underlined the need to involve civil society, including non-governmental organizations, in the UNDAF process. More information on the outcome of the evaluation of the pilot UNDAFs would be welcomed.

17. Resident coordinator system. Several speakers praised the progress made in strengthening the resident coordinator system, in particular with regard to the competency-based selection process, integrated training and increased inter-agency participation. There was general support for the recommendations contained in document DP/1999/10 on the resident coordinator system.

18. Funding. Speakers underlined the progress seen in designing a funding strategy for the organization, one that would ensure greater predictability and linkage between resources and results. Many delegations emphasized the great importance attached to meeting the funding targets set for contributions to the core. Support was expressed for the text contained in paragraph 8 of document DP/1999/10.

19. Comprehensive Development Framework. Many speakers commented on the implications of the CDF for the United Nations. Some expressed concern about how the CDF would affect the success of UNDAF, as well as how the CDF could impact on the objective of UNDAF to simplify procedures at the country level, both for Governments and country-based staffs of international organizations. In that regard, there was also recognition of the need for further strengthening of the capacity of programme countries to coordinate the implementation of the various instruments. The CDF was seen as distinct from UNDAF although there could be overlap in some areas. Many speakers stated that they would reserve their views on the CDF pending the outcome of discussions within the World Bank. There was support for further consultations between the United Nations and the World Bank in order to avoid duplication and ensure complementarity. Speakers underlined the need for real partnership between UNDP and the World Bank. However, the views of delegations differed with regard to the recommendation contained in paragraph 33 (d), in which collaboration was encouraged with the World Bank on the UNDAF process and the CDF. Further information was requested on how UNDAF and the CDF would relate to the country strategy note. One delegation considered that recommendation 33 (d) was premature because the CDF

had not yet entered the implementation phase but was still in an experimental and defining phase. Furthermore, that delegation observed that the initiative was already the subject of an initial debate within the Executive Board of the World Bank and the World Bank Directors had requested clarifications on the proposal. Therefore, it would be best to wait for discussions within the Board of the World Bank to conclude before the Executive Board considered the matter or before the participation of UNDP was considered in the implementation of the CDF.

20. The representative of the World Bank stated that cooperation between the World Bank and UNDP was positive on both the operational and institutional levels. A standing dialogue existed with UNDP on a variety of issues of mutual concern. The World Bank was currently engaged in a dialogue with the United Nations on the CDF. He noted that the rationale, design and implementation of the CDF and UNDAF were different. The World Bank did not wish to marginalize UNDAF but rather to strengthen it.

21. Regional cooperation. Many delegations emphasized the importance of UNDP support to regional cooperation, especially through the regional economic and social commissions. Interregional cooperation, including technical cooperation among developing countries, was also important.

22. Common premises and services. Several delegations stated that common premises should be utilized only where effective, an element recognized in the triennial policy review. Several speakers requested information on the cost/benefit ratio of common premises and services. One delegation noted that options regarding common premises should be examined on a case-by-case basis. More information on the possibility of increasing common services was requested by some delegations.

23. Gender balance. Many speakers expressed support for the progress of UNDP towards achieving the gender-balance targets in the organization. One delegation raised a query about why mid-level professional women had been leaving the organization in disproportionate numbers during the downsizing process.

24. Integrated and coordinated implementation of and follow-up to major United Nations conferences and summits. Several references included in document DP/1999/10 on this subject were strongly supported by speakers, including that contained in paragraph 56 regarding concern about the lack of realization of funding expectations generated by the conferences, and that in paragraph 59 (a) concerning the need to call upon governing bodies of United Nations entities to consider devoting specific resources to horizontal follow-up. The role of UNDP in follow-up to the World Summit for Social Development was particularly important. One delegation questioned the reference in paragraph 59 linking follow-up to conferences with UNDAFs.

25. Follow-up to special economic, humanitarian and disaster relief assistance. Delegations addressed the role of UNDAF as an instrument for creating a disaster-relief assistance framework, the importance of a comprehensive approach to humanitarian assistance with the involvement of all actors, and the creation of flexible mechanisms for crisis countries. One delegation requested that care

be taken in the use of terminology that had not been accepted by intergovernmental consensus.

26. Format and design of report. While many speakers welcomed the common format of the reports of UNDP and UNFPA, some speakers suggested that one consolidated report would be more useful for discussion in the Economic and Social Council. Other delegations supported the continuation of producing two separate reports. In either case, the reporting should continue to focus on selected subjects and duplication between the two reports should be avoided as much as possible.

Response

27. The Administrator stated that it was important for the World Bank to clarify the role and intent of the CDF in relation to the concerns raised regarding the CCA/UNDAF process. He underlined the ambiguity surrounding the CDF in that there were currently many different views concerning its purpose and role. The consultation process between the United Nations and World Bank would help to clarify the issues. He noted that the CDF could create many demands on programme countries for which UNDP could provide technical cooperation. He looked forward to the further strengthening of the partnership of UNDP with the World Bank.

28. The Administrator stated that he expected the country teams to work together to provide assurances that individual programmes were carried out in cohesion with UNDAF. He noted that the regional economic commissions had participated in the development of the guidelines on UNDAF and had a clear role in the process. Monitoring and evaluation of UNDAF would be limited to an assessment of overall objectives, building on lessons learned by individual agencies. It was not envisaged that non-United Nations system partners would be brought into the UNDAF process but collaboration with those actors in support of country priorities could be enhanced through other means. The results of the evaluation of the pilot UNDAFs would be made available.

29. In response to other comments made, the Administrator noted that mid-career women had left in unexpectedly larger numbers in the latest downsizing owing to factors such as decentralization and family issues. Nevertheless, UNDP was proud of the gender-balance goals it had achieved. With regard to training activities, including those for resident coordinators, he stated that they now included greater inter-agency participation. He informed the Executive Board that more information on the disaster-relief activities of UNDP would be made available at the Economic and Social Council session.

30. The Executive Board took note of the report to the Economic and Social Council (DP/1999/10) and decided to transmit them to the Economic and Social Council with the comments made thereon.

## B. UNFPA

### UNFPA report

31. In introducing the report of the Executive Director to the Economic and Social Council (DP/FPA/1999/5), the Executive Director underscored the full commitment of UNFPA to all United Nations coordination and collaboration mechanisms. She stated that the Fund was a very active partner in the many processes by which coordination was pursued, either within the context of the entire United Nations system - through the Administrative Committee on Coordination (ACC) mechanisms, the Secretary-General's Executive Committees, and notably the United Nations Development Group (UNDG) - or via a number of other consultations and arrangements, such as the recent high-level consultations between WHO and UNFPA. She emphasized that the Fund actively cooperated with all United Nations partners and civil society in helping to implement, in a coherent, complementary and integrated manner, the agreements reached at the United Nations global conferences of the 1990s.

32. Noting that the Economic and Social Council session in 1998 was a landmark in many ways, she drew the attention of the Executive Board to a number of highlights: the special session on an integrated follow-up to the United Nations global conferences of the 1990s; the far-reaching discussions on the triennial comprehensive policy review at the annual session of the Council; the decision to schedule a special session in May 1999 on basic indicators; and the adoption by the Council of key themes for 1999 that reflected the priorities of Member States, including the role of employment and work in poverty eradication, the empowerment and advancement of women and the development of Africa.

33. The Executive Director pointed out that the report to the Council covered a wide range of issues, including the triennial comprehensive policy review and its follow-up; progress on the reform of the Secretary-General; follow-up activities to the United Nations conferences, including the ICPD+5 review and assessment; the many initiatives being pursued within UNDG, including the resident coordinator system; the question of resources for population programmes; and humanitarian/emergency operations. She drew attention to the section in the report focusing on the cooperation and collaboration among UNFPA and the Bretton Woods institutions and noted that the Fund had actively pursued consultations with the World Bank at both the headquarters and field levels. She observed that she had already discussed the Comprehensive Development Framework (CDF) under an earlier agenda item.

34. The Executive Director underscored that work was progressing well within the UNDG and the revised guidelines on the common country assessment (CCA) as well as the United Nations Development Assistance Framework (UNDAF) were being issued. She pointed out that the CCA and the UNDAF processes provided a key opportunity to address absorptive capacity issues and to plan for national capacity-building. While noting the Fund's committed and active involvement in the UNDAF process, at both the headquarters and field levels, and its willingness to deploy the resources required to help to achieve results, the Executive Director observed that the exercise was demanding and time-consuming and UNFPA staff resources were about one quarter the size of its sister

organizations. She concluded by paying tribute to the Administrator of UNDP for his commitment to United Nations reform and his leadership in chairing UNDG.

35. During the ensuing discussion, delegations focused mainly on the following issues: the quality of the report; the commitment to United Nations reform, including involvement in UNDAF and UNDG; the Fund's partnerships with other development partners; and the need to reduce the reporting burden on programme countries.

36. Several delegations commented favourably on the quality of the report and commended it for being analytical, concise and informative. Some delegations observed that the report should be more analytical and recommended that the model of the UNDP report should be followed, with a focus on providing lessons learned and recommendations. A number of delegations were pleased to note the common format of the UNFPA and UNDP reports and stated that it facilitated the discussion. While some delegations favoured having separate reports from UNFPA and UNDP, noting that that arrangement allowed the two organizations to express their particular points of view, other delegations supported the idea of a joint report to the Council and pointed out that a consolidated report would avoid repetition.

37. Several delegations commended the Fund's strong commitment to United Nations reform and the renewed emphasis given to it in the report and also commended the Fund's involvement in the UNDAF process. They noted that good progress was being made on United Nations reform within UNDG, notably in the area of UNDAF, and were pleased with the active and supportive role UNFPA had been carrying out in that regard. One delegation proposed submitting country programmes to the United Nations country team for analysis to ensure that the country programmes were coherent and in line with the UNDAF guidelines. Another delegation strongly supported the use of UNDAF as the long-term development instrument in post-emergency situations.

38. A number of delegations expressed views on the complementarity and/or overlap of the UNDAF and the CDF (see paragraphs 16 and 19-20 for that discussion).

39. One delegation, while recognizing the Fund's key role in designing programmes that assist countries in meeting the goals of the International Conference on Population and Development (ICPD), stated that UNFPA also had an important role to play in the follow-up to the Fourth World Conference on Women. The delegation added that the report should have highlighted results in the area of gender.

40. Several delegations underscored the importance of the Fund's partnerships with other United Nations entities and civil society organizations. While commending the Fund's collaboration with the Bretton Woods institutions, non-governmental organizations (NGOs) and other development partners, some delegations stated that collaboration with the United Nations regional commissions should be enhanced. Another delegation stated that the Fund should use the regional commissions to assist in implementing the ICPD Programme of Action and noted that the commissions could serve as substantive partners, contributing their technical expertise and knowledge of the region to

operational activities. One delegation stated that the Executive Board should recommend more in-depth collaboration with the regional commissions. Another delegation noted that specific mention should have been made in the report of the Fund's collaboration and cooperation with the Commission on Population and Development, including in the ICPD+5 process. One delegation highlighted the importance of working with civil society, including grass-roots organizations, in programme implementation, and noted that such collaboration resulted in reduced costs, better follow-up and strengthened grass-roots communities. The delegation added that both his country and UNFPA had reaped benefits from such collaboration.

41. A number of delegations shared the Fund's concern, expressed in the report, that the reporting burden on programme countries should be reduced and reporting requirements should be simplified. One delegation, while noting that UNDG and UNDAF should not create undue burden on field offices, cautioned that coordination should not distract agencies from their original mandates.

42. One delegation, referring to paragraph 8 of the report, stated that it did not consider the establishment of data bases to be vital to the monitoring of conference goals. The delegation pointed out that the role that the Fund had been correctly playing went far beyond a restricted monitoring approach and focused on providing financial and technical resources to programme countries to assist them in achieving conference goals. The delegation agreed that the main constraint faced in implementing the ICPD Programme of Action and the Beijing Platform for Action was the lack of financial and human resources. The delegation added that it fully shared the conclusions expressed in paragraphs 39 and 40 regarding the gender implications and disproportionate impact on women of the privatization of social services and the globalization of the world economy.

43. The Executive Director thanked the delegations for their frank and constructive comments and questions. She acknowledged that the UNDP report was better than the Fund's report and assured the Board that for the following year UNFPA would produce a more analytical report with lessons learned included. She added that a joint report from UNDG would also be presented to the Council. She fully agreed with the observation that the Beijing Platform for Action was important for the work of the Fund, particularly as it included key areas and issues advanced by the ICPD Programme of Action. She noted that she would continue to consult with the United Nations Division for the Advancement of Women concerning the Beijing follow-up process. Also, regarding the general process of conference follow-up, the Executive Director proposed a much stronger utilization of the horizontal follow-up mechanisms, including, inter alia, the effective use and promotion of the outputs of the ACC Task Force on Basic Social Services for All.

44. She welcomed the suggestion that the country programmes should be reviewed by the country team and underscored that UNFPA had long been a proponent of such an approach, particularly as it helped to identify needs, gaps and overlaps while also providing opportunities to contribute to common goals. She added that the Fund also emphasized the fundamental importance of consultations with Governments, other development partners and stakeholders, including NGOs and other members of civil society. She affirmed that the Fund's country programme process was based on national ownership and leadership and reflected national

priorities. She noted that the Fund had a very focused mandate and hoped that the UNDAF process would be one vehicle for development partners to give active support to ICPD goals. She agreed with the delegation that had underscored the importance of and the benefits deriving from working with grass-roots organizations and community groups and also agreed that it should be reflected in the report. She assured the Executive Board that the Fund had a very good collaborative relationship with the regional commissions and she concurred with the view that the role of the commissions in conference follow-up could be enhanced. She added that the Deputy Secretary-General was holding consultations on that and related matters.

45. The Executive Director underscored that multilateral grant assistance should be channelled through the United Nations system. Emphasizing the need to rationalize and streamline various coordination processes, she wondered if it was necessary to come up with yet another new process. She did not agree with the distinction drawn by the representative of the World Bank that the CDF was a development tool and the UNDAF was a planning tool. She stressed that UNDAF was definitely a development tool and that promoting development and building national capacity in programme countries was the raison d'être of the United Nations operational activities. On the relationship between the United Nations and the Bretton Woods institutions, in particular the World Bank, the Executive Director underscored the fundamental importance of Member States giving consistent instructions to their representatives at the United Nations and at the World Bank and concurred with the delegations who had expressed that view.

46. She agreed with the delegations that had underlined the need to reduce the reporting burden on programme countries. She noted that during her recent visit to Viet Nam, she had learned how an overwhelming reporting burden had been rationalized and streamlined through the work of a theme group on reproductive health, chaired by UNFPA, so that instead of providing separate reports on over 50 donor-supported projects, it would now be possible to report on the basis of a few selected indicators. Most importantly, the effort had enabled the Government to utilize the new reporting mechanisms for its own management of the programme.

47. The Executive Board adopted the text of the report of the second regular session 1999 on the reports to the Economic and Social Council, as orally amended.

## III. COMMON PREMISES AND SERVICES

48. The UNDP Assistant Administrator and Director of the Bureau for Financial and Administrative Services (BFAS) introduced the progress report on the United Nations House programme (DP/1999/CRP.5). She stated that it was the first joint report to be presented by the members of the Executive Committee of the United Nations Development Group (UNDG), comprised of UNDP, UNFPA, the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP). She noted that UNICEF and WFP would submit the progress report to their respective Executive Boards.

49. She indicated that the paper was intended to present the experience and the progress to date in pursuit of the United Nations House programme. The paper was also intended to give some indication of the financial envelope for consideration by the Executive Board at the third regular session 1999, when it would take up the proposals of the 2000-2001 budget biennium. Two options were provided with regard to the pace of implementation, with indications of the proposed required financial resources allocations.

50. The Assistant Administrator informed the Executive Board that key results had been achieved and that the United Nations House programme was progressing faster than announced by the Administrator in his presentation at the annual session 1998. The Secretary-General had formally designated United Nations Houses in 31 countries, including in three countries where United Nations Houses were designated following UNDG evaluation missions. There were also a number of potential United Nations Houses where relocation to new premises matching the United Nations House definition was scheduled to take place in the near future.

51. She also referred to the concept of the "virtual" United Nations House for use in cases where United Nations Houses were not an immediate prospect. That concept was being applied where separate offices were connected through a country-based intranet that facilitated the sharing of information, practices, and expertise. A survey on common services at the country-level was under way and would provide a basis for a strategy to achieve more efficiency in the management of administrative and financial services.

52. The Assistant Administrator highlighted the various benefits that resulted when common premises and services were pursued. One of them was cost-efficiency. In addition, common premises and services would enable the successful implementation of other reform measures, such as the United Nations Development Assistance Framework, by creating a sense of community and shared purpose among country team members and by increasing the visibility of the United Nations in capitals.

53. The 10 delegations that took the floor acknowledged with appreciation the efforts undertaken by UNDG in presenting an update on the United Nations House programme. They noted the comprehensive, enlightening and useful report contained in DP/1999/CRP.5 and commended UNDG on the presentation, the actions and efforts taken and the results so far achieved.

54. Noting that the conference room paper focused on the physical and financial aspects of the United Nations House, several delegations underlined, among other things: the need for more information on the harmonization of rules and regulations; the coordinating mechanisms of the respective United Nations funds and programmes; terms and conditions of the basic agreements of UNDG members with the host Government; and leasing terms. It was indicated that simplification of the working methods and procedures of the different United Nations agencies was also important in preparing for the fully fledged implementation of a United Nations House. Also, when pursuing overall cost savings and benefits through physical integration, consideration should be given to the unique character of the individual agencies and their independence. One delegation reminded UNDG not to overlook the functional aspect of a United Nations House. Moreover, UNDG should not lose sight of the importance of policy

co-ordination among all United Nations agencies living under one roof and under the leadership and guidance of the resident coordinator. The speaker noted that the role and performance of the resident coordinator in providing leadership in the various programmes and activities as well as liaison with the host country was vital, a factor not referred to in document DP/1999/CRP.5. One delegation queried whether there had been a case in which the Bretton Wood institutions had joined the United Nations House and requested further information on the institutional reaction from the World Bank Headquarters on such a proposal.

55. Fully supportive of the rationale behind the establishment of the United Nations House, most delegations that took the floor offered suggestions to UNDG for implementing the United Nations House programme. Noting the shift from a land grant from the Government and construction to the cost-effective modality of a rent-free building from the host Government, one delegate suggested that UNDG consider choosing a suitable modality on a case-by-case basis, according to the requirement and situation of the host countries, instead of adopting one modality in all countries.

56. With regard to land grant donations, one delegation suggested that where appropriate, land donations should be returned to the host Government. On the other hand, UNDG should consider land donation on a case-by-case basis, with reference to lessons learned and should not have a fixed policy against land donation. One delegation sought further information on the instructions issued to resident coordinators with respect to the return of land donations made by the Government to establish United Nations Houses. Citing that any instructions to resident coordinators to return land should be made after consultation with the Executive Board, one of the speakers requested that the instructions be reviewed.

57. Several delegations expressed keen interest in the common services activities where cost and efficiency savings could be realized. They looked forward to the results of the Management Group on Services and Premises project to collect information in a systematic manner on the current status of and experience with common or shared services at the country level.

58. One delegation noted that the critical topic of security had not been addressed in the progress report.

59. Another delegation requested further clarification on the difference between common services and shared services and the concept behind their differing uses. In addition, the delegation requested further information on the major obstacles for developing common premises and services in those countries that had not yet implemented the concept. The speaker also requested examples of cases where there already were savings and cost-effectiveness from the use of common services.

60. One delegation noted that a consultant had been engaged to review and evaluate the establishment of common premises. UNDG was requested to provide information about whether local consultant expertise from the programme countries or at least from the same region had also been considered.

61. One delegation acknowledged that the report gave a detailed impression of the complex bureaucracy to be taken into consideration while establishing common premises and services. Interest was expressed on information and communication systems that required substantial allocations and budgets by all UNDG partners. Several delegations expressed difficulty with the information provided to take informed judgment on the two options with regard to the implementation of the United Nations House programme in the future. Taking note of the complexity of the process involved, one delegation stated that results included in document DP/1999/CRP.5 were rather thin. Another delegation asked how the figure of $12 million for the establishment of 15 more United Nations Houses before the year 2004 had been calculated. The speaker also requested further information on the estimated savings for the participating agencies that would be reached by the implementation of common premises and services. In addition, UNDG was asked for further clarification on the time-frame for use of the amounts of $12 million or $24 million. Several delegations raised queries regarding how the figures had been determined and what elements were included in those figures.

62. One delegation stated that the move to a United Nations House often involved additional costs that could be made possible only with additional funding. Thus, in the short term, additional financing was needed, yet in the long run there would be long-term cost benefits and savings arising from the sharing of services and effective coordination

63. Another delegation stated that the choice of options would depend on the availability of resources. One speaker queried whether there was any possibility of extrabudgetary resources being made available. In response, the Assistant Administrator suggested that the delegation may wish to consider providing funding for the purposes of assisting in the implementation of the United Nations House programme similar to that provided by the Government of the United Kingdom.

64. The Assistant Administrator indicated that the details and specifics of the proposals would be elaborated in the context of the 2000-2001 biennium budget proposals submitted to the Executive Board of each UNDG member. The aim of document DP/1999/CRP.5 was to provide the background information that would facilitate deliberation on the financial appropriations. She mentioned that it would be a challenge not only for the current secretariat to coordinate their budget presentations to each of their Executive Board but also for the Executive Boards to decide on their individual financial participation for the implementation of the United Nations House programme.

65. The Executive Board took note of the progress report on the United Nations House programme (DP/1999/CRP.5).

## IV. STATEMENTS ON FUNDING COMMITMENTS TO UNDP AND UNFPA

66. The Executive Board held its first funding meeting, in accordance with decisions 98/23 and 99/1, and took note of the report on core funding commitments to UNDP in 1999 and onward (DP/1999/CRP.6) and revised tables 1 and 2 with the comments made thereon. As agreed with the Board, the tables would be further revised to reflect accurate data before official distribution.

67. In view of the special nature of the first funding meeting, which had replaced the traditional General Assembly pledging conference and to which all members of the Programme had been specifically invited, statements of delegations who took the floor are summarized and attributed by country, and contributions pledged are reported as stated in the annex.

## UNFPA segment

### Executive Director's statement

68. In her opening statement the Executive Director noted that the current session was a very important one for UNFPA as it focused on several key issues, including: the multi-year funding framework; sector-wide approaches (SWAps); emergency assistance; and the Technical Support Services system. She observed that no issue was more important to the Fund, at the present time, than the multi-year funding framework, and UNFPA was very eager to get the Executive Board's input and guidance to begin the challenging process of translating concept into action. She assured the Board that the Fund fully endorsed SWAps in the health sector and recognized their potential as a vehicle to help Governments strengthen the basic health-care systems that were essential for the effective delivery of reproductive health services. However, the Fund's participation in health SWAps did not preclude its participation in other sectors, such as education and social welfare, as well as in intersectoral initiatives, including population.

69. She reported that in 1998, UNFPA had passed a funding milestone, reaching a cumulative total of contributions from 1967 to 1998 of $4.6 billion. The Fund had also managed to stay above the $300 million mark in total annual resources for the fourth year in a row. However, despite increases in national currency contributions from a number of major donors in 1998, the Fund's general resources decreased by approximately $16 million from those in 1997. At the present time, based on pledges and related information received so far, it appeared that the Fund's total income for 1999 would again be over $300 million. In that regard, she thanked all donors, for their continued support and their continued commitment to the Programme of Action of the International Conference on Population and Development (ICPD) and the work of UNFPA.

70. Concerning resource use, she noted that in the past year UNFPA had made great strides in improving the planning, flow and use of its cash resources. As a result, programme delivery improved in 1998, and UNFPA fully utilized its 1998 income, as well as the balance of unexpended resources that had been carried over from the previous year. In the last quarter of the year, the Fund had to draw down from the operational reserve in the amount of $6.5 million to finance the resulting deficit. Therefore, at the end of 1998, the value of the operational reserve stood at $49.5 million, down from its authorized level of $56 million. In addition, the Fund temporarily borrowed some $2.9 million from the operational reserve to meet cash requirements for ongoing operations, pending the receipt of contributions. The Executive Director brought the matter to the attention of the Executive Board for two reasons: first, to be in compliance with Financial Regulation 12.2, which required that such information be reported to the Board; and second, to appeal to the Fund's donors to remit

their pledges as early as possible in 1999 so as to enable UNFPA to ease its current cash flow problem and to restore the operational reserve to its fully funded level of $56 million.

71. With regard to the World Bank's Comprehensive Development Framework (CDF), she stated that it was important that the United Nations system and the World Bank engage in dialogue on the CDF. Such dialogue was useful to reflect on the use of the CDF, the United Nations Development Assistance Framework (UNDAF) and common country assessment (CCA), and in the case of UNFPA, the Fund's Country Population Assessment. She added that in dealing with the various tools, it was essential to underscore both the importance of using a common data system and the need to strengthen the capacities of countries to collect, analyse and use reliable data in programme formulation and monitoring.

72. Turning to the item on the ICPD+5, she noted that since the Executive Board last met at its first regular session 1999 in January, two important meetings had been held as part of the ICPD+5 process: the International Hague Forum, which was organized by UNFPA and graciously hosted by the Government of the Netherlands in The Hague, 8-12 February; and the preparatory committee for the special session of the General Assembly, which met at United Nations Headquarters, 24-31 March. She observed that the preparatory committee meeting had been an intense process and reflected the importance that countries attached to the implementation of the Programme of Action. It was also a sign of the commitment and strong emotions with which many groups viewed the issues. Further, it was a sign of the need for continued efforts to inform and clarify facts and definitions, especially for those concepts and terminologies that could still cause misunderstandings. ICPD implementation was solidly on its way, and change was taking place in all regions and in most countries. Nevertheless, strong and sustained efforts were needed to ensure that the gains made in the first few years of implementation of the ICPD Programme of Action were maintained and further enhanced. The Preparatory Committee Working Group had considered key future actions for implementing the ICPD Programme of Action. Although it had not been possible to complete the work of the preparatory committee, the meeting had managed to get through the majority of the text, with 9 paragraphs set aside for further discussion at the resumed meeting. The Executive Director praised the Permanent Representative of Bangladesh to the United Nations for his skilful chairing of the meeting and for his in-depth understanding of the issues.

73. Referring to the issues that were covered in the UNFPA report to the Economic and Social Council (DP/FPA/1999/5), the Executive Director reaffirmed the Fund's total commitment to all the United Nations reform processes, notably the ongoing efforts pursued by the United Nations Development Group and also the United Nations system-wide efforts through the Administrative Committee on Coordination (ACC) machinery. She was pleased to report that UNFPA participated actively in other executive committees on issues of concern, notably the Executive Committee on Humanitarian Affairs. She also informed the Executive Board that the World Health Organization (WHO) and UNFPA had recently held a high-level consultation and the dialogue had been useful and constructive. The two organizations had agreed to issue a joint letter to their respective staffs with a view to increasing cooperation.

74. She concluded by noting that UNFPA looked forward to the session and stood ready to provide the Executive Board with any clarification or information that might be needed. She stated that the Fund welcomed the guidance and advice that the Board provided at the sessions.

75. During the discussion that followed, several delegations commented on the World Bank's CDF. One delegation stressed the need to remain vigilant concerning the CDF and stated that the skills and comparative advantages of the funds and programmes should be respected. The delegation added that the funds and programmes of the United Nations system should remain focused on the UNDAF and not become lost in the CDF. One delegation asked what had been the thrust of the ACC discussion on the CDF and how the CDF coincided with the mandates of the funds and programmes. The delegation also wished to know if the CDF could be reconciled with the UNDAF and other aspects of the United Nations reform, including strengthening of the resident coordinator system. The delegation noted that although the World Bank had stated that the CDF was a country-driven exercise, in fact the Bank had not had a consultative process with countries. Another delegation stressed the need for the United Nations system to explore complementarity with the CDF and urged that a dialogue should be initiated early. One delegation suggested that a briefing be provided on the CDF before the Executive Board took up the agenda item on the reports to the Economic and Social Council at the current session. Another delegation asked about the future relationship between the CDF and the UNDAF at the country level. One delegation observed that at the operational level, the CDF might not present any difficulties, as the World Bank would need the United Nations agencies with their rich experience. However, there might be difficulties at the political level.

76. The President of the Executive Board noted that the CDF was still evolving. He added that at a recent meeting of the Bureau of the Executive Board it had been agreed that it would be useful to organize an informal meeting with the World Bank at the annual session of the Board.

77. One delegation, while noting that the World Bank was expanding its activities in the areas of population and health, asked what kind of systematic cooperation was planned with the World Bank. Another delegation commended the Fund's collaboration with WHO and was pleased with the Fund's private sector initiative. One delegation asked in which areas the Fund was collaborating with WHO.

78. The Executive Director thanked the delegations for their useful comments. With regard to the Fund's collaboration with the World Bank, she noted that it was continuing at the global level and had also been intensified at the regional and country levels. For example, it had been agreed that for the Bank's assessments in selected countries in sub-Saharan Africa, the World Bank would draw upon, inter alia, UNFPA for technical support. UNFPA had also been steadily developing its collaboration with the World Bank on contraceptive procurement and logistical management systems. In addition, the Fund was working with the technical staff of the Bank to include reproductive health, including sexual health and family planning, in the Bank's sector analyses and training activities.

79. With regard to the World Bank's CDF, she stated that the Fund was conscious of the fact that at the present time it was only a proposal and consequently the United Nations system was not in a position to endorse or embrace it. Also, it would be up to Governments to decide on the CDF. In the meantime, of course, the United Nations system was moving forward with the UNDAF. The thrust of the United Nations system was to facilitate cooperation between the World Bank and the United Nations on the UNDAF and other instruments such as the common country assessment. She underlined the universal, neutral and multilateral nature of the United Nations and pointed out that the Fund's programmes were country driven. She noted that the CDF had not been discussed at the recent meeting of the ACC. However, agency colleagues in Paris and London had been briefed on the CDF by the Bank.

80. Concerning the Fund's collaboration with WHO, she stated that the two organizations were working together in a number of areas, including reproductive health and reproductive rights; adolescent reproductive health; indicators; and advocacy, especially at the country level. Together with the United Nations Children's Fund (UNICEF), the United Nations Department for Economic and Social Affairs, and some agencies outside of the United Nations system, UNFPA and WHO were collaborating on methodologies to measure maternal mortality. The Fund, UNICEF and WHO also collaborated on the Coordinating Committee on Health. Recently, UNFPA and WHO had decided to issue a joint letter clarifying their relationship at the country level and defining their roles and responsibilities, including delineating how the two organizations would work together.

## V. COUNTRY PROGRAMMES AND RELATED MATTERS

81. The Executive Board approved the country programme: Assistance to the Government of Benin (DP/FPA/BEN/5 and Corr.1).

82. The Minister of Planning, Economic Restructuring and Employment Promotion, Benin, took the floor to express his appreciation to the Executive Board for the approval of the programme of assistance to Benin. He thanked the Executive Director of UNFPA for the support provided by the Fund to his country and underscored the excellent collaboration and cooperation that existed between his Government and UNFPA. He affirmed his country's commitment to implementing the International Conference on Population and Development (ICPD) Programme of Action.

83. Another delegation expressed its full support for the programme in Benin and noted that at the first regular session 1999, it had welcomed the new formulation and design of country programmes supported by the Fund. The same delegation added that it was pleased that its comments made at the pre-session informal meeting had been taken into account by the Fund and that the additional information requested had been provided in a corrigendum.

84. The Director, Africa Division, thanked the Government of Benin for the excellent cooperation extended to UNFPA. She thanked the Minister of Planning, Economic Restructuring and Employment Promotion for being present at the session. She also thanked the delegation that had provided constructive comments and expressed appreciation for its support. She was pleased to note

that the delegation was satisfied with the additional information that the Fund had provided.

## VI. TECHNICAL SUPPORT SERVICES

85. The Executive Board had before it a progress report on improvements implemented in the operation of the UNFPA Technical Support Services system (DP/FPA/1999/4). The report had been prepared in response to paragraph 4 of decision 98/6, in which the Board requested the Executive Director to submit to the Board at its second regular session 1999 a brief progress report on the effectiveness of the improvements that had been implemented since the third regular session 1997, in the operation of the Technical Support Services (TSS) system, particularly with regard to the functioning of the TSS specialists at the agency headquarters.

86. In introducing the progress report, the Director, Technical and Policy Division (TPD), highlighted the emphasis given to strengthening the coordination between the TSS specialists and the Country Support Teams (CSTs), and the focus on national capacity-building. He drew attention to the annexes to the report, which provided examples of specific collaborative activities undertaken to enhance and strengthen communication and collaboration between the three tiers of the TSS system, i.e., national experts, CSTs and TSS specialists, on research papers, articles, seminars and workshops. He recalled that in the beginning of 1998, the Coordination Branch had been established within TPD, inter alia, to maximize coordination and to mobilize technical expertise with the aim of capacity-building at the country level. He added that the present report had been prepared based on the information and analysis obtained from the CSTs, the TSS agency coordinators and UNFPA country offices.

87. The Director, TPD, stated that UNFPA looked forward to receiving the Executive Board's feedback and guidance, in particular on how the Board foresaw the three-tier approach of the TSS progressing. The Fund believed that the TSS system had evolved and been strengthened since 1997, however, UNFPA was equally aware that a perfect system had not yet been achieved. He added that in response to decision 98/6, UNFPA would provide a more detailed report to the Board at its third regular session 1999, which would, inter alia, include a whole range of lessons learned from the experience of the TSS specialists, the CSTs and the national experts. He noted that the TSS specialists and the CSTs had been actively involved in the ICPD+5 review and appraisal process. He stressed the importance of collaboration in implementing the International Conference on Population and Development Programme of Action and added that the Fund was exploring how non-governmental organizations (NGOs) could be brought into the TSS structure. He concluded by noting that representatives from the TSS partner agencies were present at the session.

88. During the discussion that followed, several delegations expressed their appreciation for the introductory remarks made by the Director, TPD. They welcomed the report and were pleased to note the progress made in strengthening the TSS system. One delegation agreed that the use of information technologies would be very beneficial in enhancing coordination and exchange of information and experience among experts. The delegation asked if such technologies and the

capabilities needed to facilitate such exchange could also be made available to recipient countries. The delegation underscored the need for the TSS system to contribute to building national expertise and stressed the need to establish close links between the technical expertise provided and the actual needs of recipient countries. One delegation, speaking also on behalf of another delegation, asked what percentage of the time of the TSS specialists was devoted to technical backstopping and expressed interest in knowing the costs of the TSS specialists. The delegation hoped that in the next report a chapter would be devoted to inter-agency collaboration and that solutions and options for improving the TSS system would also be included. One delegation noted that the report lacked information on the interaction of the TSS system with NGOs and that this information should be provided to the Executive Board in the subsequent report. The delegation added that CST advisers should be drawn from diverse development fields and not just fields relating to population.

89. Another delegation asked how the various technical papers prepared by the TSS system had fed into the lessons and experience synthesized for the ICPD+5 review and appraisal. The delegation was interested in knowing what kind of guidance had been provided by the TSS system with regard to sector-wide approaches (SWAps) and the Global Initiative on Contraceptive Requirements and Logistics Management. The delegation also inquired about the level of demand for national consultants and asked if those consultants could be directly accessed for the country programmes. One delegation observed that the TSS system should play a role in sector-wide approaches. The same delegation stated that an improved TSS system would need to go beyond its three tiers and to draw on its partner agencies for more synergistic effect while simultaneously advancing the population agenda within those partner organizations.

90. One delegation was pleased to note that the United Nations Educational, Scientific and Cultural Organization (UNESCO) had funded a population education post in Santiago, Chile, and hoped that similar action would be taken by other TSS partner organizations so as to institutionalize their internal capacity to address population concerns. The delegation added that the next report should provide an analysis of the cost-effectiveness of the TSS system and also focus greater attention on its interaction with country offices, particularly in support of country programmes. The delegation stated that it would welcome the opportunity to consult with the Fund on the next report. Another delegation also inquired about the TSS costs and asked how they were supported. Referring to paragraph 5 of the report, the delegation asked why the Joint United Nations Programme on HIV/AIDS (UNAIDS) had not been included; with reference to paragraph 10, the delegation asked for a clarification concerning the criteria for the roster of consultants.

91. One delegation asked about the TSS system changes that were envisaged by the Fund, in particular how the system could be strengthened in terms of capacity-building and SWAps. The delegation noted that the TSS system had an important and natural role to play in SWAps and added that more specific information on that subject and on the topic of future changes should be provided in the next report so that the Executive Board could provide appropriate guidance to the Fund.

92. The Deputy Executive Director (Programme) thanked the delegations for their constructive comments and suggestions. With reference to the query on UNAIDS, she noted that the Fund was conscious of the need for HIV/AIDS prevention knowledge within the TSS system and recognized that all advisers, not just health advisers, should be trained in that area. The Fund was working with UNAIDS to develop such training.

93. The Director, TPD, thanked the delegations for their comments and questions and noted that the report to be presented to the Executive Board at the third regular session 1999 would include a number of the issues that had been raised by various delegates. He added that an informal meeting on that report could be organized with members of the Executive Board to obtain their feedback prior to the report's finalization. On the query concerning the percentage of technical backstopping undertaken by partner agencies, he stated that the International Labour Organization and UNESCO reported it to be between 40 to 60 per cent and the World Health Organization estimated it to be about 60 per cent. He added that additional details would be provided in the next report. Information on financial accountability and costs, as well as the contributions of partner agencies towards meeting some of the costs, would also be included in the next report. As regards the roster of consultants, he noted that national consultants should be the first ones to be called upon and observed that increasingly the trend was to use national experts. He took note of the suggestion made by one delegation regarding strengthening national capabilities in the area of information technologies. He pointed out that all CSTs were involved in the Global Initiative on Contraceptive Requirements and Logistics Management. He added that the CST in Ethiopia had been involved in the SWAp and in the future TSS expertise would, no doubt, be drawn on to a greater extent for the design and implementation of SWAps in other countries. He concluded by stating that UNFPA had taken note of the useful suggestions made by the members of the Executive Board and they would be taken into account in preparing the proposals for the next cycle of the TSS arrangements.

94. Speaking on behalf of all the TSS partner agencies, the representative from ILO stated that the constructive suggestions offered by members of the Executive Board would guide the TSS system in further strengthening its work. Recalling the origins of the TSS system, he noted that although the system had been established before ICPD, it had since become a strategic mechanism for implementing the ICPD Programme of Action. He underscored the uniqueness of the TSS system, particularly with regard to its decentralized structure and its specific emphasis on inter-agency collaboration and a multidisciplinary approach in responding to the priority needs of programme countries. He stressed that the TSS system could do more to promote and advocate for population than any one agency. He added that collaboration with NGOs and research institutions was also being explored. He concluded by noting that the TSS member agencies viewed the system as an evolving one and were committed to improving and strengthening it.

95. The Executive Board took note of the progress report on improvements implemented in the operation of the UNFPA Technical Support Services system (DP/FPA/1999/4).

## VII. SECTOR-WIDE APPROACHES

96. The Executive Board had before it a conference room paper entitled UNFPA and sector-wide approaches (DP/FPA/1999/CRP.1). The paper had been submitted in response to decisions 98/17 and 98/25.

97. In introducing the paper on UNFPA and sector-wide approaches (SWAps), the Deputy Director, Technical and Policy Division, welcomed the opportunity for UNFPA to have its first dialogue with members of the Executive Board on the nature and extent of the Fund's involvement in SWAps. She noted that while the paper focused on health sector SWAps, the Board's guidance regarding the Fund's participation in SWAps would be equally applicable to other sectors, including the education sector. She highlighted the key premises on which SWAps were based, including: a coherent sectoral strategy and policy; the lead role of the Government in defining sector strategy; promoting ownership of that strategy at all levels; building broad partnerships with civil society groups and the private sector; enabling the poorest and most vulnerable groups to have access to basic social services; strengthening national capacity; and utilizing common implementation arrangements. Those principles were in keeping with the Fund's mandate and its commitment to the integrated follow-up to United Nations global conferences, including the Fund's lead role in assisting countries in implementing the ICPD Programme of Action. She noted that the Fund's cautious approach to SWAps was based on a concern for a degree of financial accountability that would permit UNFPA to track its funds and ensure that they were being spent in the area of reproductive health. As a result, while UNFPA had participated in the SWAp strategy discussions in Ghana and Zambia, it had not put its monies in the common basket.

98. In recent years, however, the SWAp modality had evolved considerably and could accommodate several funding arrangements such as parallel financing and the partial pooling of resources. The pooling of resources in a common basket was no longer viewed as an essential requirement. Such flexibility would facilitate the Fund's fuller participation in SWAps. The Deputy Director, added that UNFPA had taken an active role in the health SWAP in Ethiopia and UNFPA-supported family life education projects were part of the education SWAp in that country. UNFPA had also been an active participant in the SWAp in Bangladesh and the Fund's comparative advantage in the area of reproductive health had been recognized and utilized in the SWAps in both Bangladesh and Ethiopia. The Fund anticipated more extensive participation in SWAps in the future and was keenly aware of the need to enhance the skills of its staff, especially staff in the country offices, by providing training in the use of the SWAP modality. Based on their experience with SWAps, the UNFPA Country Support Teams were well positioned to provide technical assistance and to compile lessons learned and best practices. The Deputy Director concluded by noting that UNFPA welcomed the guidance that the Executive Board might wish to provide to enhance the Fund's participation in SWAps.

99. During the ensuing discussion several delegations welcomed the paper on SWAps, as well as the opportunity that it provided for dialogue and discussion. Some delegations stated that the Fund's approach had been too cautious and they urged UNFPA to take a bolder, more robust approach to SWAps and to play a stronger role in their implementation. Several delegations pointed out that the

Fund also had an important role to play in the policy discussions on SWAps. Some delegations stated that they were disappointed that the paper confined itself to SWAps in the health sector and noted that it would be interesting to learn about the Fund's views on SWAps in the education sector. Several delegations emphasized the importance of sharing lessons learned. Some delegations underscored the importance of having sufficient competencies within the Fund to undertake SWAps and pointed out the usefulness of taking advantage of the Technical Support Services system in that regard.

100. One delegation emphasized that it would like UNFPA to be fully versed in the logic of sector-wide thinking in all countries, not just in those where SWAps were being actively negotiated. The delegation noted that the report could have said more about the Fund's role in shaping the dialogue and actively feeding into the further conceptual and operational development of SWAps, for example, in introducing good practices such as gender mainstreaming. The delegation agreed with the central finding of the paper that the Fund's approach must be pragmatic and driven by case-by-case decisions on whether it could better fulfil its mandate inside or outside the SWAp. The delegation welcomed the opportunity to engage in dialogue with UNFPA at country, regional and headquarters level and offered to share its country's expertise and experience in both SWAp theory and practice.

101. Another delegation was pleased to note that the paper was one of the first written on SWAps from the perspective of a multilateral organization. The delegation stated that its country was very committed to SWAps and had supported SWAps in the health sector in Ethiopia, Mozambique, the United Republic of Tanzania and Zambia. In addition, it had hosted two international SWAp conferences: one on health in 1997, and the other on agriculture in 1999. The SWAp was an important new instrument for supporting programmes in a manner that promoted local ownership and sustainability. It had important implications for all development partners in terms of changes in policies, practices and procedures that would be necessary for participation. The delegation cautioned against prescriptive approaches and stressed the need to accommodate local realities. The delegation stated that it was important to work towards developing systems that reflected common concerns including the concerns of partner Governments. The vision of a SWAp was that there would be a common pool to which stakeholders would contribute which would be used to finance an agreed programme of activities. While there was currently some flexibility concerning funding arrangements the delegation did not envisage that flexibility remaining as the SWAp matured. The question therefore arose, as to whether UNFPA would be able to contribute to a pool that financed a programme of activities that it had been involved in negotiating. Noting that SWAps in the health sector had always been introduced in the context of reform, the delegation stated that the priorities of the multilateral and bilateral agencies should be situated firmly in the context of the priorities of the partner country and in the context of the need to build sustainable systems. The delegation offered to assist the Fund in any way possible to ensure its full participation in SWAps.

102. One delegation, noting its full support for SWAps, observed that in the past external assistance had not proved effective because it had been directed to projects that did not have national ownership and because project design had focused more attention on inputs than on outputs and results. SWAps represented

a more desirable modality in terms of prioritizing public expenditures; improving the effectiveness of external assistance; and ensuring national ownership of the development process. While acknowledging that there were practical difficulties in implementing SWAps, the delegation went on to state that those difficulties were not insurmountable. The delegation added that key elements of a successful SWAp process would include: establishing national leadership in setting priorities for public expenditure and in programme development and execution, in close partnership with external partners and local stakeholders; adopting flexible procedures for aid delivery and utilization consistent with the new partnership approach; improving coordination and integration of external assistance; maintaining greater transparency in aid delivery on the part of donors, and in accountability on the part of the recipient Governments; increasing the involvement of local non-governmental stakeholders in development management; and utilizing a government-led coordinated consultative process to overcome obstacles.

103. Another delegation welcomed the intensive consultative process undertaken by UNFPA to familiarize itself with and benefit from the experience of its bilateral and multilateral partners with regard to SWAps. The delegation concurred with the Fund on the need to customize SWAps to suit the needs of individual countries. The delegation stressed that UNFPA should play a key role in health sector SWAps or else it would become marginalized as other organizations embarked on SWAps. Underscoring that Government ownership was essential for the success of a SWAp, the delegation stated that other necessary ingredients for success included a commitment to shared goals on the part of Governments and other key players; and a willingness among the partners to give up the right to select projects for financing in exchange for having a voice in the process of developing sectoral strategies and allocating resources. The delegation added that its own country's experience indicated the key importance of involving all stakeholders early in the SWAp process so that participation and ownership of outcomes would strengthened. A major challenge faced in the SWAps was striking the right balance between the relevant actors while simultaneously remaining small and focused in order to maintain efficiency. The delegation stated that it stood ready to share its experience with UNFPA.

104. One delegation, citing the experience of its country, noted that implementing a SWAp had not been without major challenges, however, progress in service delivery and institutional development had been positive even in the early transitional stage. As a result of the SWAp the country had a medium-term health strategy, a five-year programme of work with an agreed financing envelope and resource allocation targets, common management arrangements for the programme, a memorandum of understanding, and a code of conduct shared with the donors. It had taken time and effort to develop those components but the result was a clear and agreed policy framework, which was a fundamental prerequisite for health sector development. The delegation noted that the health reform process focused on institutional development as the basis for common management arrangements. In the past, donors would reject the government systems and establish their own. However, under the present arrangement, donors were working with the Government to establish mutually acceptable systems for procurement, planning, financial management and performance monitoring. The delegation stated that UNFPA should be allowed the flexibility to participate in SWAps, initially on a pilot basis. Negotiations with Governments could help to

ensure that the sector indicators included those specific to the Fund's mandate. The delegation concluded by posing the following question: if a country could give an audited financial statement covering funds received from all sources and confirming that the funds received were properly utilized, and if it could indicate that good progress in the area of a donor's mandate had been achieved, then why would it matter that the donor could not track the particular dollars it had contributed?

105. One delegation stated that the paper should have stressed the Fund's role in the policy-making process and should have given a constructive analysis of the changes required within the Fund to enable its participation in SWAps. The delegation noted that it would welcome a decision by the Executive Board recommending that UNFPA play a leading role in SWAps. Another delegation noted that although SWAps had been undertaken over a number of years they had not progressed much. In view of that, and given the Fund's small size, the delegation supported the Fund's cautious and prudent approach to the implementation of SWAps. The delegation added that while SWAps should be supported, they represented a major challenge and their implementation could not be accomplished in just one move. Furthermore, SWAps should be expanded only after the experimental stage had demonstrated success.

106. One delegation emphasized that SWAps should promote a government-led, coherent policy and programme. SWAps should also reduce the heavy time and cost burdens of multiple reporting systems. Furthermore, government decision-making should not be constrained, regardless of whether the official development assistance provided was small or substantial. While noting that the relationship of SWAps with the United Nations Development Assistance Framework would be congruent and complementary since both processes would be led by the Government, the delegation stated that it would reserve its position on the World Bank's Comprehensive Development Framework (CDF) until discussions on the CDF had been concluded. The delegation added that it desired to see the funds and programmes and the World Bank working together to respond to national priorities, while maintaining separate and distinct identities, roles and mandates. In short, complementarity not congruence was desirable. The delegation clarified that in the context of its own country, external assistance to SWAps would be channelled through government ministries and concerned departments, and not directly to district-level bodies or NGOs. The delegation endorsed the Fund's assessment, contained in paragraph 25 of the paper, that UNFPA participation in SWAps would be determined by taking into account the particular country context.

107. Another delegation, while acknowledging that problems existed with current modalities of donor programming, noted that new approaches needed to be considered carefully. The delegation endorsed the search for better tools and remedies, including the work of the International Working Group on Sector-Wide Approaches for Health Development and the Special Programme of Assistance for Africa, and pointed out that the lack of uniformity among donor agencies in administrative and reporting requirements and incompatibility in procurement and management procedures represented a huge additional cost for developing countries. Those issues needed to be addressed when considering SWAps. Linkages between the SWAps and the Development Assistance Committee Strategy for the 21st Century as well as the World Bank's CDF also needed to be clarified.

The delegation stated that it would be pleased to share with UNFPA and interested Governments its experience and tools funded by the United States Agency for International Development for assisting countries to monitor and evaluate improvements in the health systems, including efforts under the MEASURE/Demographic and Health Survey and National Health Accounts initiatives to track programme performance and expenditures. To ensure complementarity, the delegation welcomed collaboration with UNFPA in country-specific activities.

108. One delegation, speaking also on behalf of another delegation, while urging the Fund not to confine itself to SWAps in the health sector, asked if UNFPA planned to propose changes to the financial rules and legislation that might currently preclude the Fund's contributing to a common basket of funding. The delegation also asked for a clarification on paragraph 28 and inquired as to which initiatives had been undertaken with other partners in the United Nations system.

109. Another delegation, while noting that it understood the difficulty UNFPA had encountered in getting other SWAp actors to focus attention on the area of reproductive health, stated that the Fund's commitment to the SWAp policy dialogue should be strengthened. The delegation called on the Executive Board to provide UNFPA with appropriate guidance in that regard. The delegation asked if it would be possible for UNFPA to obtain the support of other United Nations Development Group (UNDG) member organizations regarding the experience of countries where the Fund did not have programmes. The delegation expressed concern about the increased layer of administration that SWAps might introduce and hoped that a future report would highlight the problems encountered and the lessons learned.

110. One delegation, while underscoring the need for greater flexibility in funding arrangements, emphasized the importance of accountability, not only in terms of financial management but also in terms of outcomes. Referring to paragraph 7 of the paper, another delegation asked about the kind of problems that made it imperative to secure financial accountability. One delegation, recalling General Assembly resolution 42/125, reiterated that all development efforts should be government-led and the overall responsibility for any programme should be that of the Government.

111. The Deputy Executive Director (Programme) thanked the delegations for their comments and suggestions. She noted that it was important for the Fund to be able to adjust its financial regulations and procedures in order to allow fuller participation in SWAps. For the time being, UNFPA had engaged in parallel funding. She added that it was also necessary to take into account the fact that UNFPA had a small staff both at headquarters and in its country offices. She observed that the Executive Board may wish to examine SWAps together with the Fund and suggest a common approach that could be used by the various funds and programmes.

112. The Deputy Director, TPD, thanked the delegations for their useful comments and welcomed the offers made by several delegations to share their SWAp experience with UNFPA. She affirmed the Fund's commitment to enhance its role in SWAps. She noted that UNFPA had a very focused mandate to which it was obligated to adhere. The Fund was also obliged to chart for its donors how

funds were expended. The SWAp modality, however, did not always enable such tracking of funds. Observing that SWAps presented both challenges and opportunities, she stated that the Fund would seek to strengthen its role in the SWAp policy dialogue, particularly with reference to reproductive health and rights, gender, and women's empowerment. She added that the Fund would confer further with its partners concerning SWAps. In response to the query on paragraph 28, she noted that the Fund had discussed SWAps with its partners in the United Nations system as well as with non-governmental organizations. The Fund's dialogues with the World Bank had included discussions on SWAps. Also, there was a UNDG working group that focused on SWAps. She stated that the Fund would follow up with the Executive Board to see if any changes in financial regulations would be required to allow UNFPA to participate more fully in the SWAps.

113. The Executive Board adopted the following decision:

### 99/4. UNFPA and sector-wide approaches

The Executive Board

1. Takes note with appreciation of the report on sector-wide approaches contained in document DP/FPA/1999/CRP.1;

2. Encourages UNFPA to take an active part in the policy-making and planning stages in the sector-wide approaches in programme countries, with the concurrence and the overall guidance of national Governments, and to take an important advocacy role regarding reproductive and sexual health services and reproductive rights in such processes, taking into account the principles of the ICPD Programme of Action;

3. Requests UNFPA, in this context, to broaden and strengthen the competencies required to secure full and active participation of UNFPA in the policy-making and planning stages in sector-wide approaches, and to strengthen arrangements to access a full range of technical expertise;

4. Requests UNFPA to consider further, in consultation with partners, challenges and opportunities for a full-fledged involvement by UNFPA in the sector-wide approaches and to examine the need for changes of administrative and financial regulations, if any, that could facilitate the involvement of UNFPA, taking into account the multi-year funding framework;

5. Requests the Executive Director to present to the Executive Board at its second regular session 2000 a conference room paper on the involvement of UNFPA in sector-wide approaches.

16 April 1999

## VIII. ICPD+5

114. During the discussion, several delegations thanked the Executive Director for her comprehensive opening statement. Some delegations were disappointed

that the preparatory committee for the special session had been unable to complete its work. Other delegations, however, stated that they were optimistic about a positive outcome at the resumed meeting, and added that they had been pleased to learn about the progress achieved in implementing the International Conference on Population and Development (ICPD) Programme of Action in countries around the world. Several delegations stressed that it was essential not to reopen the debate on issues that had been negotiated and agreed at ICPD. At the same time, several delegations emphasized the need to move the process forward. The urgent need to address the issue of adolescent reproductive health was underscored by several delegations. A number of delegations stated that they were pleased at the agreement reached on the goals for HIV/AIDS. Several delegations highlighted the need to mobilize resources and stressed the importance of giving high priority to the issue at the resumed meeting of the preparatory committee.

115. One delegation stated that after the first two years following ICPD international assistance flows had become stagnant and then had started to taper off. The delegation added that it was significant that domestic resources had been more forthcoming compared to international commitments. Drawing attention to the fact that most resources were mobilized in a small number countries, the delegation pointed out the need to broaden the resource base. The delegation underscored that mobilization of resources for population and development must be placed high on the global development agenda. Furthermore, given its responsibility for the follow-up and implementation of the ICPD Programme of Action at the country level, increased resources should be made available to UNFPA.

116. Another delegation expressed concern that certain paragraphs pertaining to adolescents were among those that had been set aside at the meeting of the preparatory committee. The delegation stated that since ICPD it had become clear that the best way to achieve a better, safer and healthier future for children was to advance the education, health and rights of young people. While the roles and responsibilities of parents must be given due consideration, so should the rights and evolving capacities of young people.

117. One delegation noted that it would like to see the recommendations made by the delegations from the countries of Central Asia and Azerbaijan to be reflected in the final document of the preparatory committee for the special session and to be taken into consideration by the Fund in the implementation of its country programmes in that region. The delegation underscored the high level of cooperation between its Government and UNFPA and called for continued technical assistance from the Fund, inter alia, to improve women's reproductive health, including through the provision family planning services, and to establish training programmes for young people.

118. Another delegation stated that the subject of ICPD+5 should not be discussed at the Executive Board session as another competent body was dealing with the issue. The delegation noted that the discussion at the Executive Board could have a negative impact on the discussions of the preparatory committee and therefore advised the Board to refrain from discussing the topic.

119. One delegation, observing that the ICPD+5 represented an important milestone, suggested that linkages be established between the Executive Board and the key actions for further implementation emerging from the ICPD+5 review and appraisal process.

120. Another delegation, while reiterating its commitment to undertake cooperation, particularly in the field of HIV/AIDS and education for adolescents to promote reproductive health, called for careful consideration of the proposed target allocation of 4 to 5 per cent of total official development assistance (ODA) to population. The delegation added that that target figure had not appeared in any agreed intergovernmental document. One delegation, reaffirming its Government's strong support for carrying the ICPD+5 process forward, stated that its Government allocated 4 per cent of ODA to population. Another delegation, expressing concern about the lack of resources, called attention to the fact that certain middle-income countries were faced with falling socio-economic indicators and therefore additional data were needed for classifying countries into the various resource allocation categories.

121. The Executive Director thanked the delegations for their useful comments and suggestions. She was very pleased with the supportive comments made by several delegations on the ICPD+5 process and she hoped that those delegations that had expressed their support for adolescent reproductive health, the role of civil society, and the benchmarks for HIV/AIDS, would make their views known at the resumed meeting of the preparatory committee. She agreed with the delegations that had underscored the need to mobilize resources for population and development and to also broaden the resource base. She also agreed with the suggestion to link the past and the future through the ICPD+5 process and noted that the International Hague Forum had sought to do that. She fully agreed with the delegations that had stated that there should be no attempt to reopen the debate on issues that had been agreed to in Cairo.

122. The Executive Director agreed that adolescent reproductive health was a serious issue around the world and needed to be addressed on a priority basis. She noted, that based on country needs, actions should be taken to implement the goals to which the international community had agreed, including in such key areas as education for girls and HIV/AIDS prevention among youth. She underscored that the Fund was supporting sex education programmes in 90 countries. She was pleased to note that the preparatory committee for the special session had reached agreement on the interim goals for maternal mortality reduction, basic education for girls, and new goals for HIV/AIDS. She stressed that delegations should make the same observations in the follow-up fora of all the other global conferences so that consistency could be achieved, including in the legislation emanating from different bodies of the United Nations system. She underscored the importance of having international support for establishing and strengthening data systems in programme countries. She noted that without good data systems it would not be possible to have benchmarks and to measure progress in achieving conference goals. She fully agreed that education for girls was essential and noted that the Fund supported advocacy in that key area. She added that guidelines on basic education had been included in the set of guidelines produced by the ACC Task Force on Basic Social Services for All, chaired by UNFPA.

123. Responding to the query on the percentage of ODA, the Executive Director noted that the figure of 4 per cent of ODA for population had been proposed at the Amsterdam Forum in 1989 and had been adopted by the Governments of the Netherlands and Norway. She agreed with the important point made by one delegation regarding middle-income countries that were classified as "B" countries but because of declining indicators fell in the "A" category. She noted that the Fund was aware of that issue and was considering ways to address it.

124. In responding to a comment made by one delegation that the ICPD+5 should not be discussed at the Executive Board session, the Executive Director pointed out that as far as the negotiations on the document for the special session were concerned, those would take place at the meeting of the preparatory committee. However, the topic of ICPD+5 was on the agenda of the Executive Board and would therefore be discussed by the Board. She reminded delegations that in fact the topic had also been on the agenda of earlier sessions of the Board and the Fund had sought and received guidance from the Board regarding the ICPD+5 review and appraisal process.

## IX. RESOURCE MOBILIZATION

125. The Executive Board had before it a conference room paper entitled "The Multi-year planning, management and funding framework: Follow-up to decision 98/24 on UNFPA funding strategy" (DP/FPA/1999/CRP.2). As requested in Executive Board decision 98/24, the paper presented a conceptual framework for a multi-year funding framework (MYFF), integrating programme objectives, resources, budget and outcomes, with the objective of increasing core resources.

126. In introducing the paper, the Deputy Executive Director (Policy and Administration) underscored that the MYFF was key to ensuring that the Fund had the resources it needed to meet the ever-increasing demands for UNFPA assistance and that those resources were used in the most efficient and effective way possible. He stated that operationalizing the results-based approach was complex and required basic shifts in thinking by all concerned. He emphasized that UNFPA was fully committed to implementing the MYFF. Nevertheless, the Fund did not underestimate the challenges the new orientation would pose to the organization including, inter alia, the demands in terms of staff time, training requirements and changes in organizational culture. He noted that the paper before the Executive Board was a product of a Fund-wide team approach and reflected the efforts of a working group composed of representatives from all organizational units in UNFPA. The paper had also benefited from inputs from UNFPA country offices and Country Support Teams, as well as from consultations with its development partners. He stated that UNFPA recognized and appreciated the pre-eminent role that the Board had played in the process, both as guide and partner.

127. The Deputy Executive Director pointed out that a number of efforts would be necessary to institutionalize a results-based approach at UNFPA, and both human and financial resources would be required to accomplish the task. To cover the cost of those efforts, including such items as briefings, training workshops, feasibility studies and short-term staffing, UNFPA was seeking extrabudgetary

resources as delineated in annex 4 of the paper. The Deputy Executive Director concluded by noting that the Fund would continue its broad and open consultative process with the Board and all other development partners.

128. The Director, Division for Finance, Administration and Management Information Services, provided a brief overview of key elements in the paper before the Executive Board. He acknowledged that in preparing the document UNFPA had benefited from the experiences of other organizations and agencies, in particular UNDP. He noted that the systematic linking or associating of results with resources was the central consideration in the development of a MYFF. Annex 2 of the document provided a schematic representation of the framework proposed by UNFPA. The framework presupposed a number of ingredients such as a clear mission statement, well-specified programme priorities, credible indicators of results and outputs, and a supportive organizational approach. As indicated in paragraph 9 of the paper, UNFPA already had most of those elements in place but required an overall framework to link those and other elements in an integrated way. He observed that the MYFF was conceptualized as having four components: (a) results and indicators; (b) outputs and performance measures; (c) resource requirements and utilization; and (d) the funding system. The document included illustrative examples of results, indicators, outputs, and performance measures for the Fund's three mandated programme priority areas of reproductive health, including family planning and sexual health, population and development strategies, and advocacy.

129. The Director stated that the framework would be translated into a practical and operational four-year plan containing: (a) organizational objectives (both programme and management and administration); (b) specification of results, indicators, outputs and performance measures; (c) distribution of required resources by programme priority areas and country categories; and (d) overall resource distribution by programmes and their associated support budgets. The Fund proposed to develop such a multi-year plan covering the period 2000-2003 and would submit it to the Executive Board at the Board's first regular session 2000. He noted that UNFPA would report to the Board every year to keep it apprised of the progress made in implementing various elements of the multi-year plan. Additionally, towards the end of the plan period, in late 2002, the Fund would submit to the Board a detailed report on the cumulative implementation of the multi-year plan including a quantitative and qualitative assessment of programme objectives achieved, lessons learned, proposals for modification of the next cycle of the multi-year plan and implications for organizational strengthening. He concluded by underscoring that the success of the MYFF would depend on a sense of ownership and partnership among all UNFPA staff, the Executive Board and the Fund's development partners; a transparent process; and a commitment by all to deliver the necessary requirements.

130. During the ensuing discussion delegations focused on the following key issues: financial contributions to UNFPA; the timing of the MYFF and synchronization of the pledging session and the annual reporting on the MYFF; indicators; and extrabudgetary requirements for the further development and introduction of the MYFF.

131. Numerous delegations praised both the high quality of the document and the open and transparent consultative process that the Fund had followed in

developing a MYFF. The delegations noted their appreciation for the Fund's commitment and hard work and commended the Fund for the partnership approach it had adopted. Some delegations observed that UNFPA had successfully tackled the conceptual and methodological aspects of the MYFF. Referring to the MYFF requirements concerning indicators and data collection and analysis, a number of delegations stated that the process should not become burdensome for countries, nor should it interfere with programme implementation at the country level. Several delegations noted that the MYFF would be instrumental in producing results, increasing efficiency and mobilizing resources. Some delegations noted that due consideration should be given to countries that were unable to participate in multi-year pledging. A number of delegations asked for clarification on the distinction between results and outputs. One delegation asked whether all categories of countries (A,B,C and others) were included in the analysis of the logical frameworks (logframes) conducted as part of the MYFF development process. Several delegations stressed the importance of ensuring that all UNFPA staff at headquarters and in the field were involved in the MYFF exercise, and urged the Fund to continue its open consultative process with other development partners.

132. Contributions. Several delegations announced their contributions to UNFPA. The delegation of the Czech Republic announced that its Government would pay its 1999 contribution by the end of April. The delegation of Denmark stated that its Government would continue to support the Fund at the same level as in the previous year, 220 million Danish kroner or approximately $30 million. The delegation added that it would expedite the payment of its first installment. The delegation of India noted that its Government would contribute 9 million Indian rupees to UNFPA in 1999 and that the payment would be made in April. The delegation of Ireland announced that its Government had increased its 1999 contribution to UNFPA to 360,000 Irish pounds, an increase of 16 per cent over its 1998 contribution, and had pledged that its 2000 and 2001 contributions would be at least as much as its 1999 contribution. The delegation added that its 1999 contribution had already been paid in full. The delegation of the Netherlands announced that its Government's 1999 contribution would equal its contribution in the previous year, 78 million Dutch guilders or approximately $40 million, and would be paid in bimonthly installments. In addition, Dutch embassies would continue to directly finance several UNFPA programmes at the country level. The delegation of the United Kingdom announced that its Government had pledged 45 million British pounds over three years and had altered its payment schedule to expedite payments to UNFPA.

133. Timing of the MYFF. Various views were expressed by the delegations concerning the timing of the presentation of the MYFF to the Executive Board, and synchronization of the MYFF annual report and the pledging of contributions by members of the Fund. Some delegations stated that the MYFF should be presented to the Executive Board in January 2000, at its first regular session, so that the pledging could take place in April 2000 at the Board's second regular session. A number of delegations emphasized the need to link results and resources and noted that the pledging should therefore be synchronized with the presentation of the annual report on the MYFF outcomes and results. Some delegations also underscored the need for members of the Fund to participate actively in the funding process in order to reach the target of $400 million.

Some delegations pointed out the need for the UNDP and UNFPA MYFF processes to be parallel.

134. One delegation, noting that producing a MYFF was a complex process, wondered if the first regular session 2000 was too early to produce a quality product and suggested that the Executive Board's discussion on financial targets scheduled for the third regular session 1999 could be used as an occasion for UNFPA to informally share further information with the Board on the progress achieved in formulating the MYFF. Following that, a preliminary MYFF could be presented at the first regular session 2000, and could subsequently be finalized for formal presentation to the Board at its second regular session 2000, which would also be the pledging session. That would allow members of the Fund to have three to four months to consult and become more fully involved in the process.

135. Some delegations suggested that the MYFF annual report could be integrated with the Fund's annual report that was presented to the Executive Board each year at its annual session. One delegation was not in favour of that proposal as it would separate the reporting from the pledging, the latter being scheduled to take place each year at the Board's second regular session. The delegation reiterated the importance of maintaining the link between results and resources. The same delegation expressed concern regarding the timing of the reporting on the MYFF and noted that 2000 was a transitional year and a more specific report should be presented in 2001.

136. Another delegation observed that the timing of the MYFF should reflect two key considerations: the inclusion of the field input and analysis needed to make the MYFF a quality product; and the usefulness of the annual report to members of the Fund in making decisions concerning their contributions to UNFPA. The delegation added that it would be willing to support a presentation of the annual progress report on the MYFF to the Board at its annual session if that was more suitable to UNFPA, and if the two above-mentioned considerations could be met.

137. One delegation stated that UNFPA should be allowed sufficient time to produce the best quality MYFF and should not be locked into an unrealistic time-frame by the Executive Board. The delegation stressed that a clear link should be maintained between the reporting on progress achieved and the debate on funding. The delegation suggested that perhaps the matter could be discussed further at the Board at an informal meeting during its third regular session 1999.

138. Indicators. One delegation, noting that the development of indicators and performance measures was an evolving issue, raised several points concerning the attribution of indicators and the aggregation of performance measures. In view of the need for sustainability, the indicators used to measure the long-term development results should include a built-in component to assess the building up of national capacities and the extent to which the measured results could be attributed to national capacities and national ownership. It would be important to know whether the favourable development recorded was due to the Fund's active participation or whether it was a result of increased national capacity and national ownership built up through UNFPA support. The delegation noted that

the issue of decentralization versus the aggregation of common performance measures should be examined more closely. The problem was reconciling the decentralized approach, i.e., deciding on appropriate performance measures at the level closest to programme beneficiaries, with the commonly agreed principle of the comparability of data. Locally established performance measures would make it difficult to compare one programme to another and to aggregate the outputs of the organization as a whole. Thus, the feasibility studies that UNFPA proposed to carry out in order to determine which common performance measures should be used would be very important for further developing the process.

139. Another delegation stated that it was crucial to have agreement on the indicators and that it might be necessary to have only three or four indicators. Also, if aggregate indicators were used it should be clear how many countries were participating. One delegation stated that both qualitative and quantitative indicators were needed; however, the acid test would be the credibility of the information on results that would be provided to the Executive Board, both annually and quadrennially, on the basis of which the Board would assess the lessons learned and decide on the next four-year plan. Another delegation asked how the data would be collected and analysed. The delegation agreed that the benchmarks for reproductive health should not be expressed in purely quantitative terms and hoped that the Fund would later present qualitative indicators, particularly when the resource allocation system was revisited. One delegation stated that there should be a substantive discussion on indicators and expressed concern about the value of using an indicator such as the number of female parliamentarians, noting that while its country had only a small number of female parliamentarians it did not mean that there had been no progress in the health sector.

140. Another delegation noted that it was important to clarify the extent to which UNFPA should be involved in achieving the goals of the International Conference on Population and Development (ICPD), taking into account its available financial and human resources. For example, the document included the proportion of women parliamentarians as an illustrative indicator; however, that might not be a meaningful indicator for UNFPA as the Fund's activities could not be directly linked to such an indicator. The delegation pointed out that the Fund's resources should be directed to activities where they could be used effectively and produce results. Also, the Fund should be realistic and not too ambitious in the goals that it set for itself. Indeed, it would be difficult to mobilize resources if UNFPA were unable to demonstrate results. Hence, UNFPA should clearly define realistic goals and publicly announce the results achieved in order to increase public awareness and generate public support for resource mobilization.

141. One delegation, pointing out the importance of the quality of measures used, asked how the Fund would capture the work it was doing with young people in the area of reproductive health. Recognizing the problematic nature of results and qualitative performance measures for population and women's equality and empowerment, the delegation asked how they would be defined, particularly in the area of advocacy where confusion could arise between activities and outputs. The delegation asked to know more about the following aspects of the MYFF: the reporting format; the aggregation of outputs in light of the decentralization of

decision-making; the responsibility for making strategic programming choices; and the links between outcomes and expenditures. The delegation also asked if UNFPA planned to first pilot the MYFF in a few countries before undertaking full implementation, and noted that it was interested in discussing the results-outputs matrix as it evolved.

142. Another delegation, underlining the linkage between the MYFF and increased core resources, stated that the triennial comprehensive policy review of the General Assembly had recognized that the effectiveness and impact of operational activities of the United Nations system needed to be enhanced, inter alia, through a substantial increase in funding and by placing that funding on a predictable, continuous and assured basis. The delegation stated that both input and output indicators would be needed. It asked for additional information on the qualitative indicators being proposed in paragraph 25, and concurred with the observation made in paragraph 24 that it might not be possible to see a point-to-point improvement in the baselines in the short term. The delegation added that the absence of such an improvement should not become a limiting factor for funding UNFPA.

143. Another delegation stated that the results mentioned in the paper were rather broad and general in scope and would not provide a clear indication of the Fund's performance, given that various organizations would also contribute to the attainment of results. It was therefore important to evaluate outputs and examine how they contributed to results. The delegation noted that the document did not address the issue of costs, adding that it was essential to take into consideration the views of the programme beneficiaries and end-users. One delegation noted that flexibility was needed in developing a results-based approach, and added that UNFPA should make use of national indicators in countries where they were available and, where unavailable, should assist in data collection. The delegation emphasized the importance of programme monitoring and evaluation.

144. One delegation noted that while the paper attached importance to linking results and resources it lacked details on the direct allocation of resources to individual results. For example, in table 1 of the document there was no information about the level of resources UNFPA allocates to efforts to reach outcomes for which it considers itself to be responsible. The delegation added that UNFPA was in a better position than UNDP to establish the linkages between results and resources since it already had two tools geared to results-based budgeting, namely, the logical framework methodology and a system of resource allocation. The delegation was gratified to note the Fund's cooperation with the United Nations Development Group and encouraged UNFPA to continue it.

145. One delegation appreciated the integration of the ICPD Programme of Action in the MYFF proposal and stressed that the results of ICPD+5 process should be fully reflected in the final MYFF document. In particular, given the Fund's mandate in the area of reproductive health, the delegation hoped that the ICPD+5 emphasis on HIV/AIDS would be reflected in the programme implementation and evaluation aspects of the MYFF, as that would help to ensure the fuller integration of HIV/AIDS concerns in population and development policies and programmes. Another delegation drew attention to the importance of developing policies on the key issue of ageing. The delegation noted that the United

Nations International Institute on Ageing located in its country conducted training courses on gerontology. As part of the Institute's new strategy, regional and country-level institutes would be set up to increase training opportunities.

146. One delegation, noting that the document mainly addressed partnerships with programme and donor countries and focused on core budget contributions, stressed the importance of delineating partnerships with non-governmental organizations, the private sector, foundations and lending institutions. The delegation underscored the importance of having multiple partnerships and seeking support from all categories of donors. It added that to avoid disappointment it should be recognized that in the short run it seemed unlikely that there would be any significant increase in the level of contributions from the small group of major donors. Therefore, for the time being, any major growth in contributions would need to come from other partners: lending institutions, the private sector, foundations and programme countries. The delegation added that the General Assembly's special session on the ICPD+5 review and appraisal and the Millennium Assembly offered opportunities to mobilize resources.

147. Another delegation focused on accountability and stated that in order for the MYFF to operate successfully the respective roles of the Executive Board and UNFPA in that area should be clearly defined. The delegation stated that the role of the Board should be to review and approve UNFPA programmes and hold the Fund accountable for delivery according to an approved plan. The Board should not seek to manage the day-to-day operations of the Fund as that was the task of senior management, but should serve as an accountability mechanism, overseeing the sound management of operations and monitoring results to ensure that plans were being carried out successfully. The Board should clarify the MYFF objectives and approve the performance indicators for measuring success. The Board should also be involved in assessing the performance of senior management. Referring to paragraph 35 of the document, the delegation asked if the accountability mentioned was "upward", i.e., officials being accountable to senior management for delivering on the objectives set annually in the plan and senior management being accountable to the Board; or "downward", i.e., senior management through delegated authority dealing directly with the concerned clients; or "outward", i.e., technical and other experts involved in projects complying with ethical/professional standards and the rules and regulations governing the programme as a whole. The delegation stated that the Board could close the accountability loop by ensuring that UNFPA reported adequately to the Board on its performance, particularly with regard to the achievement of objectives.

148. Extrabudgetary funds. Several delegations endorsed and supported the Fund's request for $1 million in extrabudgetary funds for the further development and introduction of the MYFF over an 18-month period. A few delegations noted that the requested amount should come from core resources and asked if it was a one-time cost. Some delegations asked how the figure of $1 million had been arrived at and requested a more detailed breakdown of the requirements.

149. In her response, the Executive Director thanked the delegations for their pledges and their useful suggestions. She stated that the MYFF constituted a

very important exercise for UNFPA, and the Fund fully recognized the need to ensure that all concerned were committed to the process. She noted that the extrabudgetary funds requested would, inter alia, allow UNFPA to hold consultations in each region, as well as permit training for both UNFPA staff and government counterparts. She pointed out that although the Fund planned to present a MYFF to the Executive Board at its first regular session 2000, it should be recognized that it would be a work in progress as the transition to a results-based approach would occur over a period of time. In the meanwhile, it was important that the Executive Board assist UNFPA in mobilizing resources. She agreed that the MYFF annual reporting and the pledging by members of the Fund should be synchronized and should take place each year at the Board's second regular session. The Executive Director stated that UNFPA was excited about the new challenge the MYFF presented and regarded it as an innovative instrument that had the potential to strengthen programmes, enhance efficiency and increase resources.

150. The Deputy Executive Director (Policy and Administration) thanked the delegations for their positive comments and suggestions. He expressed the Fund's sincere gratitude to those delegations that had announced their pledges and noted that UNFPA greatly appreciated the efforts of Governments to make their contributions to the Fund early in the year. He also thanked those countries that had shared their experience with UNFPA and had helped the Fund to refine its methodology for the MYFF. With regard to the timing of the presentation of the MYFF to the Executive Board, he stated that UNFPA was confident that it would be able to provide a MYFF at the Board's first regular session 2000. However, the Fund was open to the Board's suggestions on the timing of the MYFF. He reminded the Board that the MYFF process was an evolving one, hence the first MYFF might not be perfect. Referring to the requested extrabudgetary resources in the amount of $1 million, he underscored that the funds were necessary in order for UNFPA to implement the MYFF in a timely way. He pointed out that seeking those funds from core resources would only delay the process and UNFPA would be unable to implement the MYFF in the 18-month period that was currently anticipated. He thanked the delegations that had endorsed and supported the Fund's request for extrabudgetary resources.

151. The Deputy Executive Director (Policy and Administration) agreed with the delegations that had stressed the importance of linking results to resources, and concurred that the MYFF would be an effective tool for both increasing the Fund's efficiency and mobilizing resources. He thanked the delegation that had raised the important point about the need for the MYFF to include contributions from the private sector, including foundations. He added that UNFPA would incorporate that element in the framework. He concurred that it was very important to keep in mind the views of the end-users and programme beneficiaries. He took note of the suggestion that the MYFF processes of UNFPA and UNDP should be synchronized. He stated that UNFPA would continue its open consultative process with its development partners. With regard to the issue of ageing, he noted that it was included in the Fund's population and development strategies.

152. The Director, Division for Finance, Administration and Management Information Services, thanked the delegations for their useful comments and suggestions. He agreed that the pledging and the MYFF reporting should take

place at the same session. He noted that the Fund expected to be able to present a MYFF to the Executive Board at its first regular session 2000, however, if the framework was not ready by then the Fund would inform the Board accordingly, and would then present the MYFF to the Board at its second regular session 2000.

153. Responding to the comment that the results and indicators mentioned in the document were too broad and general, he noted that for the sake of simplicity, and so as not to overload the document, only a selected list of results and indicators had been included in the paper, however, the Fund had available several indicators for results, for example, in the area of reproductive health. It should be understood that no one indicator would be good for all results. He agreed with the delegation that had suggested that only a few indicators should be selected, and noted that the selected indicators should meet the criteria outlined in the paper and should allow for monitoring. He agreed that the results indicators should be maintained and that it was essential to have qualitative indicators in addition to quantitative indicators. He also agreed that, where available, national indicators and national data systems should be used. He stated that the challenge would be to integrate and aggregate indicators, however, the Fund would use the logframe as a basis to build on. He concurred that point-to-point changes in the baseline would be difficult in the short term, however, that should not be used as a barrier to contributing funds to UNFPA. He thanked the delegation that had made an important suggestion concerning establishing an index to measure results in the area of capacity-building. He also thanked the delegations that had called attention to the need to draw a distinction between "results" to which UNFPA contributed along with other development partners and "outputs" to which UNFPA contributed exclusively and for which it had accountability.

154. Referring to the query concerning the logframes, he confirmed that the logframes analysed came from a broad spectrum of countries covering the A, B, C and other categories. He stated that the Fund would include the HIV/AIDS benchmarks emerging from the ICPD+5 process, as well as other benchmarks that might emerge. Regarding the comment on advocacy, he noted that the Fund distinguished between advocacy for issues that specifically came under its mandate, for example, reproductive health, and advocacy for broader areas such as education for girls. Referring to the query on strategic choices, he pointed out that case studies to asses what worked and what did not would be required.

155. He underscored that the extrabudgetary funds that had been requested were needed to facilitate implementation of the MYFF over the next 18 months. He clarified that the $1 million requested was a one-time cost, and pointed out that paragraphs 64-65 provided a breakdown of the activities for which the funds were being requested. He noted that the Fund was a very small organization and would, inter alia, need some short-term consultants to assist in moving the implementation process forward. The extrabudgetary funds would also allow the Fund to undertake some feasibility studies to test implementation as had been suggested by many delegations, as well as a broad spectrum of training and/or briefing activities.

156. The Executive Board adopted the following decision:

### 99/5. UNFPA: Multi-year planning, management and funding framework

The Executive Board

1. Reaffirms its decision 98/24 on the United Nations Population Fund funding strategy in which, inter alia, it decided that UNFPA should develop a multi-year funding framework that integrates programme objectives, resources, budget and outcomes, with the objective of increasing core resources, and in this context takes note with appreciation of the report of the Executive Director on the multi-year planning, management and funding framework (DP/FPA/1999/CRP.2);

2. Welcomes the steps which the United Nations Population Fund has taken to implement decision 98/24 and requests the Executive Director to continue to develop the multi-year planning, management and funding framework, taking into account the views of the Executive Board in this regard and fully respecting the principles contained in decision 98/24;

3. Requests the Executive Director to aim to submit to the Executive Board at its first regular session 2000 the first multi-year framework, 2000-2003; and decides to hold the first funding session as outlined in paragraph 11(b) of decision 98/24 at its second regular session 2000;

4. Requests the Executive Director, in further developing the multi-year planning, management and funding framework beyond 2000, to ensure that the funding session and the annual reporting on the framework are both held at the second regular session in accordance with the principles contained in decision 98/24;

5. Requests the Executive Director to continue to hold regular open-ended informal consultations with States members of the United Nations Population Fund on the further development and implementation of the multi-year planning, management and funding framework.

16 April 1999

## X. EMERGENCY ASSISTANCE

157. The Executive Board had before it a report entitled "UNFPA support for reproductive health in emergency situations" (DP/FPA/1999/6).

158. In introducing the report the Senior Coordination Officer, Technical and Policy Division (TPD), stated at the outset that UNFPA was not a humanitarian assistance agency. The Fund's mandate was to support population programmes focusing on reproductive health, including sexual health and family planning; population and development strategies; and advocacy. In pursuing its mandate to assist in ensuring that populations had access to services and information to protect their reproductive health, UNFPA was often placed squarely in the midst of humanitarian/emergency situations. In recent years, following the

International Conference on Population and Development (ICPD), the Fund's activities in conflict, emergency and natural disaster situations had become noticeable. UNFPA country offices had been called upon to respond rapidly to emergency/crisis situations resulting from war, civil strife and/or natural disasters. She underscored that UNFPA had made considerable progress in the area of ensuring that refugees and displaced persons had access to basic reproductive health services and information. Since 1994, 52 UNFPA-supported emergency reproductive health projects had been carried out in 33 countries in collaboration with 24 executing agencies, at a cost of $6.4 million. UNFPA was active in the needs assessments led by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and also participated in the meetings of the Executive Committee on Humanitarian Affairs (ECHA) of OCHA.

159. She noted that the UNFPA Emergency Relief Adviser worked closely with the Office of the United Nations High Commissioner for Refugees (UNHCR), the World Health Organization (WHO) and a consortium of non-governmental organizations (NGOs) who had, inter alia, developed the Inter-agency Working Group on Reproductive Health for Refugees. The Minimum Initial Services Package (MISP) was developed for the rapid provision of reproductive health in emergency/crisis situations. She stated that the Fund's advocacy had been critical to the growing recognition that reproductive health must be an integral component of the health and social services required by refugees and displaced persons. She observed that as part of the ICPD+5 review and appraisal process UNFPA had organized a technical meeting in Rennes, France, on reproductive health in crisis situations. UNFPA had also been reviewing its past experience and had identified the need to refine guidelines for its activities in emergency/crisis situations, and to look more closely at funding modalities. The report before the Executive Board (DP/FPA/1999/6) was part of that review process. She emphasized that UNFPA was not seeking additional funds but was asking the Board to endorse the flexible use of small amounts of regular programme funds. She added that the Fund would of course make efforts to raise additional funds for reproductive health in emergency/crisis situations, including through United Nations Consolidated Humanitarian Appeals.

160. During the discussion that followed, numerous delegations commended UNFPA for its efforts in supporting reproductive health in emergency/crisis situations and recognized the need to allow the Fund greater flexibility in responding to such situations. However, while many delegations supported the Fund's need to have greater flexibility in using regular resources, some delegations cautioned that regular country programme resources should not be diverted to emergency assistance. Several delegations underscored the need to raise additional funds for emergency assistance, particularly through the United Nations Consolidated Humanitarian Appeals process. Numerous delegations encouraged UNFPA to continue participating in the appeals process. Several delegations pointed out that additional details and further clarification were needed regarding the role UNFPA wished to play in the field of emergency assistance, including information on the modifications required in the Fund's administrative procedures to do so.

161. Many delegations praised UNFPA for working collaboratively with the frontline humanitarian assistance agencies, including the Office of the United Nations High Commissioner for Refugees (UNHCR), the International Federation of

Red Cross and Red Crescent Societies (IFRC) and the International Organization for Migration (IOM). The delegations encouraged UNFPA to expand such partnerships with United Nations agencies and NGOs, and stressed that the Fund should play an advocacy role in promoting the inclusion of reproductive health services in the work of those agencies. A number of delegations commended the Fund's useful role in helping to build demographic databases. Some delegations pointed out the importance of ensuring that sexually- transmitted disease (STD)/AIDS prevention and the protection of reproductive rights were included in the package of reproductive health services provided to refugees and other people in emergency/crisis situations. Several delegations asked UNFPA to present more specific details on what it was proposing to do in the area of reproductive health in emergency and post-emergency situations. Drawing attention to General Assembly resolution 46/182 of 19 December 1991, some delegations stated that it should serve as the basis of the Fund's support in emergency/crisis situations.

162. One delegation, drawing attention to the refugee crisis in the Kosovo province of Yugoslavia and recalling the tragic suffering endured by refugees in the Great Lakes area of Central Africa and by survivors of natural disasters in Central America and elsewhere, underscored that the international community must attend to the urgent reproductive health needs of people in emergency/crisis situations. The delegation noted that its Government attached great importance to helping refugees and other displaced persons and had last year devoted $500 million to overseas assistance activities for refugees and migrants in 125 countries. The delegation thanked UNFPA for its prompt response to the Kosovo crisis and to other emergency situations, and for its strong advocacy to include basic reproductive health needs on the list of essential services provided to refugees and others in emergencies. The delegation urged the international community to attend to the urgent reproductive health needs of people in crisis situations. The delegation stated that it supported the major recommendations of the technical meeting organized by UNFPA in 1998 in Rennes, France, on reproductive health in crisis situations, and hoped that those recommendations would be fully reflected in the Fund's efforts to improve its support for reproductive health in emergency situations.

163. The delegation stated that given the Fund's limited human and financial resources, UNFPA should focus its efforts on organizing and institutionalizing the delivery of reproductive health and related assistance in crisis situations. It did not anticipate any significant increase in UNFPA staff or funding to support reproductive health in emergencies at the field level, and encouraged UNFPA to work through the Inter-Agency Working Group in Geneva, with a focus on the comparative advantages of the entities involved. The delegation noted that the Inter-Agency Field Manual and the MISP were conceptual in nature, and actual service delivery needed to be systemized, including the dissemination of procedural guidelines to trained field workers. It underscored the importance of including Joint United Nations Programme on HIV/AIDS in those efforts. The same delegation stated that UNFPA support for reproductive health in the initial emergency stage of a crisis should be funded through United Nations donor alerts, and that for post-emergency phase activities United Nations Consolidated Humanitarian Appeals should be a major funding source. The delegation suggested that UNFPA explore ways to institutionalize the payment of various costs, such

as the cost of emergency reproductive health kits that UNFPA supplied, through other agencies with refugee and health care mandates.

164. Another delegation stated that it did not support the line of action proposed in document (DP/FPA/1998/6). It was impressed by the work undertaken by UNFPA in emergency/crisis situations but was concerned by the Fund's seeking deeper involvement in humanitarian activities. The delegation stressed that resources allocated for development should be used for development and not for short-term emergency activities. It therefore urged UNFPA to continue its cooperation with ECHA, the Inter-Agency Standing Committee (IASC) of OCHA, IOM, IFRC and other similar agencies and to focus on awareness-building and training for reproductive health needs and rights in emergency situations. The delegation did not think it was necessary for UNFPA to seek outside funding for humanitarian activities. The delegation suggested that at the Executive Board's third regular session UNFPA should present further information outlining the work it wished to support in emergency/crisis situations.

165. One delegation welcomed the Fund's close partnership with other actors in emergency assistance such as UNHCR and IFRC, as well as the close cooperation with OCHA and ECHA. Highlighting the need to emphasize gender issues and to further gender mainstreaming throughout the United Nations system, the delegation noted that UNFPA had a role to play in that regard, together with other United Nations agencies and organizations. The delegation endorsed the proposal set out in document DP/FPA/1999/6 to increase flexibility in the use of resources in order for UNFPA to carry out tasks more effectively in emergency/crisis situations. Another delegation emphasized that reproductive health care should be combined with basic health care. The delegation stated that UNFPA should have the flexibility to reprogramme country funds for emergency/crisis situations; however, since the Fund's core resources were limited, UNFPA should limit its use of regular resources to the minimum.

166. One delegation underscored that people in emergency situations had the same rights to reproductive health as people in normal situations. The delegation welcomed the Fund's efforts in taking action to ensure access to essential sexual and reproductive health commodities and other services during emergency/crisis situations, and agreed that the Fund had a useful role to play in the demographic aspects of planning in emergency situations. The delegation noted that the support provided in Rwanda was an excellent example of such work. The delegation stressed that the Fund's role in emergency situations was to provide support for services that other organizations such as UNHCR and NGOs were better placed to deliver. Referring to paragraph 23 of the document, the delegation asked to know more about the circumstances under which direct project implementation was envisaged. The delegation also asked to have a clearer idea of where and on what UNFPA support had focused in the last five years; the effectiveness of that work; the sources of funding; and the systems for accountability and measuring impact.

167. The same delegation asked what the implications for country programme arrangements and resources would be if country programme funds were reprogrammed for emergency/crisis situations. The delegation asked if UNFPA intended to set a ceiling or percentage of funds that could be used for emergency/crisis situations. The delegation stated that a regional or global contingency fund

might be a more appropriate way of dealing with emergency needs than reprogramming country programme funds. In many cases, it was the countries of origin and destination for refugee populations that tended to have fragile health systems most in need of long-term country programme support. The delegation noted that it was interested to know about the exit strategy procedures UNFPA had in place for emergency situations.

168. Another delegation stated that UNFPA should concentrate on providing reproductive health services, including reproductive health kits, and information in emergency/crisis situations. It added that UNFPA should provide the medical personnel of humanitarian agencies with instructions and standardized guidelines on how to integrate reproductive health care in basic health care activities. The delegation noted that UNFPA should refrain from direct execution of projects. The delegation stated that it was prepared to allow the Fund a high degree of flexibility but that UNFPA should first present clear-cut proposals on the kind of flexibility it needed to fulfil its role in emergency/crisis situations. One delegation paid tribute to UNFPA for the support provided to its country during its emergency. The delegation stated that it had concerns about the issue of repatriation of refugees.

169. Another delegation stated that the number of refugees and internally displaced persons was unlikely to decrease in the near future. Most of the population movements were occurring in developing countries, and the host developing countries lacked the resources to meet the needs of the refugees. The delegation appreciated the Fund's role in providing assistance in emergency/crisis situations and stated that the required changes in UNFPA financial procedures should be made to allow the Fund the flexibility to respond to emergency/crisis situations. The delegation also welcomed the strengthening of partnerships between UNFPA and other agencies, including NGOs, working in the area of emergency humanitarian assistance. One delegation stressed that assistance for reproductive health care should also be provided when natural disasters occurred. The delegation stated that it fully supported the Fund's request to have flexibility in the use of resources. Another delegation, while recognizing that UNFPA was not a frontline humanitarian assistance agency, underscored that the Fund could play a key role in narrowing the gap between emergency relief and development assistance. One delegation asked in which instances, other than procurement, UNFPA undertook direct execution of projects.

170. One delegation emphasized that humanitarian assistance must continue to be based on neutrality, impartiality, full respect for sovereignty, territorial integrity and the national unity of States, and should be provided with the consent of the affected countries and on their appeal. Furthermore, it must respect the primacy of the role of the affected State in the initiation, organization, coordination and implementation of humanitarian assistance within its territory. The delegation stated that within those parameters it would support all humanitarian activities under the United Nations aegis, including those of UNFPA. The delegation underscored that funds for humanitarian assistance must be additional to the scarce resources allocated for development. Flexible allocation of limited country programme funds would not promote that. The delegation emphasized that the Agreed Conclusions of the Economic and Social Council resolution 1998/1 adopted at the Council's first Humanitarian Affairs Segment had clearly noted that the United Nations Consolidated Humanitarian

Appeals process remained the principal resource mobilization tool for humanitarian assistance.

171. The same delegation cautioned that demographic databases were a crucial component and an underlying cause of situations that led to refugee movements. Referring to the Fund's proposals contained in paragraph 27 to use those databases to document human rights abuses, the delegation stated that that could impact the Fund's role as a neutral partner. The same delegation asked to know the extent of funding or underfunding of UNFPA proposals submitted under the consolidated appeals process. The delegation asked how UNFPA coordinated its activities in emergency situations with those of other agencies, for example, UNHCR, which had a General Initiative Fund for Refugee Women. Referring to paragraph 27, the delegation asked for a clarification on the phrase "non-displaced but war-affected populations".

172. Another delegation stressed that reproductive health services were an integral component of basic health care and it was essential that such services were provided to populations in emergency/crisis situations. The delegation added that UNFPA had a critical role to play in providing demographic expertise for the collection of data and the re-establishment of databases in post-emergency and post-crisis situations. The delegation observed that resources for those activities should come primarily from consolidated donor appeals and from reprogramming funds at the country level. The delegation cautioned that UNFPA should not become too deeply involved in project implementation in emergency/crisis situations and should focus instead on providing technical support to the relevant United Nations and other frontline humanitarian assistance agencies.

173. One delegation stated that reproductive health needs, though vital, were normally not given priority in emergency/crisis situations. The delegation was therefore pleased with the Fund's role in advocating for the inclusion of reproductive health services in humanitarian assistance. Recognizing the need for flexibility in the use of regular resources, the delegation urged the Executive Board to support the Fund's request for such flexibility. The delegation hoped that in the future funding for emergency/crisis situations would be sourced separately; in the meantime, however, given that the percentage of UNFPA resources allocated to emergency/crisis situations was very small, the Fund's use of those resources would not threaten regular programming.

174. One delegation, speaking also on behalf of another delegation, welcomed the agreements UNFPA had signed with IOM, IFRC and UNHCR, and noted with appreciation the Fund's role in organizing the technical meeting in Rennes on reproductive health in emergency situations. The delegation stated that it would like further details on the elements of reproductive health being supported by the Fund in emergency/crisis situations. Noting that the Fund had carried out 52 projects since 1994 at a cost of $6.4 million, the delegation asked to know more about the impact of the projects, the problems encountered and the lessons learned. The delegation added that it would have liked to have seen recognition in the report of the role of the Commission on Population and Development. The delegation stated that UNFPA was not a primary player in the field of emergency assistance and should confine itself to the boundaries of its mandate. Referring to the issue of flexibility, the delegation noted that there

were two levels of flexibility: programming flexibility that allowed for customizing programmes to suit country-specific situations and financial flexibility that allowed for seeking other sources of funding. The delegation stated that UNFPA, together with other development partners, should try to determine why the United Nations Coordinated Humanitarian Appeals were not working well.

175. Another delegation stated that there should be a well-defined procedure for the flexible use of funds for emergency/crisis situations, however, that should not interfere with regular funding for country programmes. One delegation asked about the stockpiling of emergency reproductive health kits and about how wide the level of distribution had been. The delegation emphasized the need for staff training. The delegation, while agreeing that there should be a division of labour among agencies and organizations working in the field of emergency/crisis situations, pointed out that in such situations it was not always possible to have strict lines of division. Another delegation, stressing the need to alleviate the suffering of human beings in emergency/crisis situations, suggested that, given the need for quick and flexible access to funds, consideration should be given to establishing a revolving fund or a trust fund to support reproductive health activities undertaken in emergency/crisis situations. The delegation also asked why it was not possible to use funding from relief assistance instead of using development funds for relief.

176. One delegation asked if any country programme resources were earmarked for emergency assistance and expressed concern that resources for such assistance might exceed the resources for regular country programmes. The delegation asked whether the emergency assistance resources came from the country programme funds of the host country or the country of origin of the refugees. The delegation inquired about the variance in the UNHCR and UNFPA figures on refugees and asked to be provided with a copy of the emergency kit. The delegation added that it was gratified to hear that the Fund did not wish to become a frontline humanitarian assistance agency.

177. One delegation, speaking also on behalf of another delegation, thanked the Fund for its response to the need for reproductive health services in emergency/crisis situations. The delegation noted that the primary role for UNFPA should be to support advocacy to ensure that other agencies involved in providing humanitarian assistance included reproductive health services. The delegation added that the Fund should not directly execute projects in that area. The delegation stated that further efforts should be directed to ensuring that United Nations Consolidated Appeals functioned more effectively. The delegation stated that additional details were required concerning the administrative procedures that needed to be modified to allow the Fund to respond with greater flexibility in emergency/crisis situations.

178. The Executive Director thanked the delegations for their useful and supportive comments. She noted that UNFPA had played a key role in promoting the inclusion of reproductive health care in the services offered by frontline humanitarian assistance agencies in emergency/crisis situations. For example, UNHCR now provided reproductive health services, including rape counselling and rape management. UNFPA had also signed a memorandum of understanding with IFRC. She stated that in emergency/crisis situations the reproductive health package was invariably referred to UNFPA for funding even though UNFPA was not a

frontline agency. She noted that UNFPA participated in ECHA and the IASC and its role was to promote and advocate for reproductive health care, including the provision of emergency reproductive health kits. The Executive Director underscored that it was important to recognize that reproductive health needs continued in emergency/crisis situations. Women were particularly vulnerable in such situations and should be protected from sexual violence and its consequences and should have access to reproductive health services, including family planning. She emphasized that UNFPA did not wish to become a frontline agency in emergency/crisis situations.

179. The Executive Director pointed out that UNFPA had expended very small amounts of funding for providing support in emergency/crisis situations; that included some multi-bilateral funds provided by the Government's of Belgium, Canada and Sweden. She stated that UNFPA needed some flexibility to access funds for reproductive health care in emergency/crisis situations. She observed that the European Commission had indicated that it would be willing to enter into an agreement with UNFPA to enable the Fund to seek funding from the European Community's Humanitarian Office (ECHO), but UNFPA first had to provide a policy position regarding its work in emergency/crisis situations. She added that UNFPA would be pleased to report annually to the Executive Board on its work in emergency/crisis situations, if the Board so wished. She noted that UNFPA participated in ECHA and was engaged in the discussions on relief, rehabilitation and development. She noted that humanitarian assistance could also be used for bridging the gap from relief to development. She observed that no one agency had exclusive responsibility for that area. She added that UNFPA would certainly abide by the General Assembly resolution and the Economic and Social Council agreed conclusions concerning humanitarian emergency assistance. She agreed that perhaps the way to proceed might be for UNFPA to present a report to the Executive Board at its third regular session 1999, delineating various options for the Fund's work and involvement in emergency/crisis situations. She concluded by thanking the Board for its support.

180. The Deputy Executive Director (Programme) thanked the delegations for their comments and stated that one of the Fund's main roles was to undertake advocacy, particularly among the humanitarian agencies, and in ECHA, to ensure that the need for reproductive health care in emergency and post-emergency phases was clearly understood. She pointed out that the funds expended by UNFPA to support activities in emergency/crisis situations had been very small and had not exceeded 1 per cent of UNFPA regular resources. She agreed that the United Nations Consolidated Humanitarian Appeals were important and useful when they worked; however, the appeals had not been successful in generating the needed funds. She noted that just recently UNFPA had had discussions with IOM concerning collaboration and the integration of reproductive health in the medical work of IOM. She stressed the need for greater flexibility and simpler procedures in the use of funds for reproductive health in emergency/crisis situations. She observed that where it had not been possible to use country programme funds regional funds had been used.

181. Concerning the issue of the direct execution of projects, the Deputy Executive Director noted that UNFPA had a key role in providing technical assistance and would need to continue expending funds in that area. She added that UNFPA Country Support Teams had also been drawn on for providing technical

assistance in emergency/crisis situations. She observed that since not all agencies were involved in supplying emergency reproductive health kits, UNFPA had had to assume responsibility for supplying kits. She emphasized the need for some limited contingency funds of a fluid nature that could be rapidly accessed to meet reproductive health care needs in emergency/crisis situations, including the need for emergency kits. She thanked the Executive Board for its support and stated that UNFPA would continue to participate in the United Nations Consolidated Humanitarian Appeals.

182. The Senior Coordination Officer thanked the delegations for their comments and questions. She emphasized that the funds used for emergency/crisis situations were small in amount, often ranging from $10,000 to $20,000. She stressed that what was needed most was the flexibility to have access to funds within a 48-hour period. She noted that the Fund had participated in the United Nations Consolidated Humanitarian Appeals; however, not much success had been achieved. Nevertheless, as suggested by several delegations, UNFPA would continue to actively participate in the consolidated appeals process. She noted that in the past UNFPA had not always been included in the appeals. She observed that in 1998 UNFPA had obtained multi-bilateral funds from the Governments of Canada, Italy and the Netherlands to support emergency activities. She added that thus far in 1999, UNFPA had participated in 12 appeals.

183. She agreed with the delegation that had stressed that reproductive health care should be integrated with basic health care. She noted that UNFPA was working towards that end along with the United Nations Children's Fund, WHO and other concerned agencies. She also agreed that reproductive health care should be provided to people affected by natural disasters. She noted that UNFPA was deeply committed to ensuring gender mainstreaming in the services provided in emergency/crisis situations, including ensuring that women and girls were protected in refugee camps. Women and girls were very vulnerable to sexual violence and gender discrimination in such situations. She also noted that many adolescent programmes in refugee situations focused on preventing violence. She concurred that emergency activities should include HIV/AIDS prevention and the protection of reproductive rights.

184. Concerning the situation in the Kosovo province of Yugoslavia, she noted that about three months before the crisis UNFPA had carried out a reproductive health needs assessment in the province of Kosovo. When the emergency occurred, the UNFPA adviser had met with the representatives of UNHCR and IFRC so as to be able to respond rapidly to the needs of the refugees, including the provision of emergency reproductive health kits. She underscored that in providing emergency assistance to the Kosovars it was important not to forget the emergency/crisis situations in other parts of the world, including in countries in Africa and Asia. She agreed that the issue of repatriation was very important, and pointed out that UNFPA had projects focusing on education and services for returning refugees

185. In responding to a query about the Fund's partners, she noted that UNFPA partners included UNHCR, WHO, the United Nations Educational, Scientific and Cultural Organization, IOM and 22 NGOs, including IFRC, the International Planned Parenthood Federation, CARE (Cooperative for American Relief

Everywhere), Save the Children, and the Girl Guides. She stated that an important lesson learned was that it was essential to work with local NGOs, since in many emergency and conflict situations the international staff of various agencies were evacuated. She agreed on the importance of training and noted that a donor had expressed interest in supporting the training of UNFPA staff, as well as training for the staff of other agencies. Regarding the query on "non-displaced but war-affected populations", she clarified that the reference was to population groups that had not been physically displaced but were affected by damaged infrastructure and disrupted services resulting from war. Concerning the subject of demographic databases, she agreed that they could be politically sensitive. She noted that basically the Fund was focusing on providing assistance for assessments and data collection and analysis to support planning and rehabilitation. In response to a query on indicators and evaluations, she noted that UNFPA was undertaking evaluations in Bosnia and Herzegovina, Somalia and the United Republic of Tanzania. She added that an inter-agency group was also focusing on indicators and performance measures.

186. With regard to the reprogramming of funds from country programmes, the Senior Coordination Officer noted that frequently it only involved a shifting of resources for a temporary period. She clarified that country programme funds were only used for emergency/crisis situations with the agreement of the concerned Government. In response to a query, she noted that at the suggestion of the Government of Azerbaijan, the UNFPA programme of assistance to Azerbaijan had included a specific amount set aside to meet the needs of a large number of internally displaced persons. Responding to a query on project execution by UNFPA, she noted that while UNFPA did not implement projects in emergency/crisis situations it did on occasion execute certain project components, for example, procurement from abroad or international training. On the question concerning stockpiling emergency reproductive health kits, she noted that in the past the supply of kits had been undertaken through a revolving fund; however, the fund had not been large enough to meet all the demands and there had been a stockout last year. She clarified that the initial emergency kit had not included reproductive health care. Subsequently, an inter-agency group, including UNFPA and WHO, as well as various NGOs, had worked together to develop an emergency reproductive health kit. The kit was now included in the WHO catalogue.

187. The Executive Board adopted the following decision:

### 99/6. UNFPA: UNFPA support for reproductive health in emergency situations

The Executive Board

1. Takes note with appreciation of the report of the Executive Director on UNFPA support for reproductive health in emergency situations (DP/FPA/1999/6);

2. Requests the Executive Director to submit to the Executive Board at its third regular session 1999, taking into account all the views expressed at the second regular session 1999, a report that contains concrete proposals on UNFPA emergency programming procedures.

16 April 1999

## UNDP segment

### Statement by Administrator

188. The Administrator addressed the Executive Board on the topic "UNDP Today". He also gave an update on UNDP activities in relation to the crisis in Kosovo, human rights and development, the follow-up to Hurricane Mitch, and Y2K compliance.

189. UNDP had come a long way in developing a new profile, the Administrator informed the Executive Board, resulting in an organization that was relevant to contemporary, priority development concerns. Services were focused and UNDP was a much more active player in the wider efforts of the United Nations. The Board had played a decisive role in shaping the different facets of the new UNDP through its landmark decisions 94/14 and 95/22. Thanks to the Board's leadership, UNDP was making distinctive, country-specific contributions in each of its major programme areas, with overall focus having been sharpened by the guiding principles adopted in decision 98/1. The organization had reallocated its resources and shifted its programming at the country level in accordance with the Board's guidance. UNDP was also becoming a more streamlined, cohesive and results-oriented development institution within the context of UNDP 2001, its design for change. UNDP was moving rapidly to put in place its new results-based reporting system.

190. UNDP served as the main development arm of the United Nations in areas of fundamental importance and now worked more closely with the organizations of the system, Governments and civil society to build peace, promote national reconciliation and surround humanitarian crises with development opportunities. The organization was also helping to translate the global compacts of the decade into regional and country action programmes, in particular the poverty and governance goals of the World Summit on Social Development (WSSD) and the United Nations Conference on Environment and Development. In the context of United Nations reform, UNDP was enhancing its role as manager and funder of the resident coordinator system and was working in partnerships with other funds and programmes within the United Nations country team to increase the impact of United Nations operations at the country level.

191. It was at the country level that UNDP continued to make a major difference. Attached to the distributed version of his statement was a paper with 25 illustrations of the work of UNDP in its main programme areas. Those examples demonstrated how UNDP today was a vital, responsive and distinctive partner.

192. The Administrator then gave a series of examples, also contained in the paper distributed, of UNDP achievements. They included activities within the framework of governance, including those in Albania, Burundi, Guatemala, Indonesia, and within the Programme of Assistance to the Palestinian People. In the area of poverty and sustainable development, UNDP was assisting more than 100 countries to survey the extent and demographics of poverty, formulating action plans and helping to overcome weaknesses in national capacities. The 1998 UNDP report, "Overcoming Human Poverty", was an overview of national achievements in fulfilling the goals of WSSD to date. UNDP had also supported the preparation of some 114 national human development reports.

193. To target support to Africa, UNDP had co-chaired the Administrative Committee on Coordination's Steering Committee of the United Nations System-wide Special Initiative on Africa. UNDP had also helped to orchestrate the combined efforts of the United Nations system in targeting poverty.

194. The Administrator underlined that the projects reported on in the annex to his statement underscored the continuing relevance of the work of UNDP on the great development challenges of the current world.

## XI. FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

195. The Assistant Administrator and Director of the Bureau for Financial and Administrative Services presented a brief summary of the report of the Administrator on UNDP financial risk management and review of the operational reserve contained in document DP/1999/5/Rev.1 and the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) contained in document DP/1999/26.

196. She stated that the review was undertaken to cover three major elements: the adequacy of the current level of the operational reserve for regular resources; a definition of the term "liquidity" in the context of UNDP activities; and the need for a separate reserve to cover risks associated with the management by UNDP of other resources.

197. The Assistant Administrator summarized the major concerns expressed by ACABQ in its review of document DP/1999/5/Rev.1: (a) the impact on programming from an increase in the reserve level had not been addressed in the paper; (b) a question about the need to revise the formula for the regular resources reserve when the reserve had been used only once in prior years; and (c) a view that the revised formula was too theoretical.

198. She informed the Executive Board of the views of UNDP regarding the concerns expressed by ACABQ. She noted that the current level of the reserve would not be greatly changed as a result of the new formula being applied and in fact introduced greater transparency and stability given its use of historical versus forecast information. She commented that limited prior use of the reserve did not represent any indication of future need, noting that UNDP had had ample excess liquidity in prior years.

199. The Assistant Administrator then requested the Executive Board to consider the use of the formula, with a downward adjustment to the coefficient for liability risk from 25 per cent to 10 per cent. The change would be responsive to ACABQ comments and would give UNDP a reserve of $183 million, approximately the same size as the current reserve.

200. One delegation requested that the consideration of the new formula be postponed to the annual session 1999, noting that some Governments had not had time to fully reflect upon the report of ACABQ.

201. The Executive Board took note of the report on UNDP financial risk management and the review of operational reserve (DP/1999/5/Rev.1) and the

report of the Advisory Committee on Administrative and Budgetary Questions on UNDP financial risk management and review of operational reserve (DP/1999/26) and decided to resume consideration of the documents at its annual session 1999.

## XII. UNDP: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

### Country cooperation framework

202. The Executive Board approved the first country cooperation framework (CCF) for Aruba (DP/CCF/ARU/1 and Corr.1).

### Assistance to Somalia

203. The Assistance Administrator and Director of the Regional Bureau for the Arab States gave a short introduction to update the Executive Board on the status of UNDP activities in Somalia, highlighting aspects of the report by the Administrator (DP/1999/11). Given the situation in the country and because of a lack of a central government, UNDP activities had been approved and implemented on a project-by-project basis. All activities were managed from Nairobi because of the security situation in Mogadiscio. UNDP worked directly with three strata of Somali society - civil society; the economic actors, namely, the entrepreneurs; and the emerging public institutions in some parts of Somalia, in addition to international non-governmental organizations.

204. In terms of geographic concentration, UNDP worked within three zones, known as the zones of recovery, transition and crisis, centred on three main areas of intervention - empowerment of civil society and the strengthening of administrative structures, the promotion of an enabling environment for recovery, and capacity-building and rehabilitation and reintegration.

205. He went on to highlight some of the results and main achievements in the areas of intervention listed above, particularly in the de-mining, civil protection and civic education programmes, as well as in the sub-programme on promotion for economic recovery, particularly in the critical issues on ports and trade activities. Under the rehabilitation programme, UNDP was present in five separate regions of the country. The programme had to date helped to improve irrigation canals and traditional water supplies and had established small credit schemes with a strong emphasis on empowering women. As of the current year, the rehabilitation programme would concentrate on selected districts for the capacity-building of their local administrations. Finally, in the field of urban settlements, UNDP had been supporting five municipalities in the north-west and north-east of the country. UNDP had provided support and had helped to improve living conditions in the areas of urban planning, water supplies, sanitation and finance.

206. From the resource mobilization aspect, UNDP had a programme of $29 million for the period 1998-2001, in addition to some $6 million which was being provided in the form of multi-bilateral cost-sharing or in the form of trust funds. On the issue of coordination, the United Nations country team and the Somali aid coordination body had produced a United Nations Consolidated Appeal (CAP), which constituted the only comprehensive document for the intervention of

the international aid community in Somalia. The launch of the 1999 CAP took place in Geneva in December 1998, based on the need of $65 million, of which some 10 per cent so far had been secured. The United Nations system team had been working more closely over the previous few months and a working retreat led by the Resident Coordinator was scheduled to take place at the end of April 1999 in order to prepare the strategy for the United Nations system for the next year.

207. UNDP would be launching the strategic results framework (SRF) in 1999, and the first draft of the SRF for Somalia was under preparation. In addition, UNDP intended to undertake an impact assessment of the programme later in 1999. A quarterly review was already under way, in preparation for the SRF and for the more in-depth impact assessment later in the year. UNDP viewed the issue of accountability for the funds received from donor partners as an area that had to be strengthened. The Assistant Administrator assured the members of the Executive Board that the Regional Bureau for the Arab States, together with the team in Somalia, would work very hard towards that goal.

208. One delegation observed that the situation in Somalia was clearly challenging, especially in the southern and central parts of the country, where the crippled state of infrastructure, the absence of peace, the lack of national government and rampant unemployment all contributed to making successful development efforts difficult from the outset. The delegation commended UNDP for taking responsibility for tackling the task. It seemed that only the most dedicated individuals would be willing to be part of that effort. The delegation was also glad to hear that 28 per cent of projects focused on the north-west and north-east of Somalia, which were areas of relative stability. Reports from the delegation's field office indicated that activities included the important areas of de-mining and government rehabilitation. Currently, the speaker's Government was working closely with the Office of the United Nations High Commissioner for Refugees (UNHCR) to help to repatriate 250,000 refugees in Ethiopia back to north-west Somalia, where conditions were more stable than in the rest of the country. Developmental aid programmes were critical to the success of that reintegration.

209. The delegation had received distressing reports about internal problems in the UNDP Somalia programme and difficulties in coordination between the UNDP team and UNHCR. According to its latest information, however, it appeared that the problems were on the way towards resolution. The delegation also understood that there had been some recent turnover of staff, and asked when UNDP thought the new team would arrive. With all the changes that had occurred in the programme, what steps had UNDP taken to ensure continuity in ongoing projects, many of which had already been delayed? The delegation stated that it would appreciate a review by UNDP of the recent events in the UNDP office in Somalia. In the meantime, the delegation had forwarded specific questions and comments to the secretariat. They looked forward to learning about what UNDP was doing to resolve the problems in that important programme. The delegation regarded past UNDP activities in north-west Somalia as playing an important role in bringing a measure of stability to the region and would like to see those activities continue successfully.

210. The Assistant Administrator thanked delegations for their support, including support on the ground in Somalia. The Regional Bureau for the Arab States stood ready to provide any additional information desired by delegations on all the activities in Somalia, which, as had been pointed out, took place in a very difficult set of circumstances. On the issue of reintegration, that was one of the major areas of UNDP activities, in cooperation with other United Nations agencies, including UNHCR and the United Nations Children's Fund (UNICEF), among others. If there had been some misunderstandings in the past, they were on the way to being resolved. The misunderstanding had to do with the issues of the pace of the return of the refugees and the preparedness of Somalia, with UNDP assistance, for their proper reintegration. There had recently been a joint UNHCR/UNICEF/UNDP mission that had devised a common assessment and plan of action in order to deal with that issue in the area of Hargeisa. There had been some issues affecting the management of the country office. As delegations were aware, UNDP had many country offices around the world and it was normal that occasional concerns arose. UNDP took the matter very seriously and was moving quickly to resolve it. Nominations had already been sought for the posts of Resident Coordinator/UNDP Resident Representative and UNDP Deputy Resident Representative and UNDP had a number of candidates. The Assistant Administrator assured the members of the Board that UNDP would promptly select the very best for the challenging assignment in Somalia. In the interim, UNDP headquarters was monitoring the programme closely. Moreover, all projects were led by international chief technical advisors on the ground. Therefore, UNDP was confident that it could ensure that the smooth transition on the operational side would be ensured.

211. The Executive Board took note of the report on assistance to Somalia contained in document DP/1999/11 with the comments made thereon and authorized the Administrator to continue to approve projects in Somalia on a case-by-case basis.

## Assistance to Montserrat

212. The Deputy Assistant Administrator and Deputy Director of the Regional Bureau for Latin America and the Caribbean introduced the note by the Administrator on assistance to Montserrat (DP/1999/12 and Corr.1). The note by the Administrator presented a request for case-by-case basis approval of projects with the Government of Montserrat as an interim measure. Following a series of volcanic eruptions from 1995 to 1997, UNDP had requested the postponement of the Executive Board's approval of the CCF for Montserrat at the third regular session 1997 of the Executive Board, in favour of the provision of further emergency and rehabilitation support to the Government. At its annual session in 1998, the Board was appraised of developments with respect to Montserrat and attention was drawn to the need to examine the country's net contributor country status, in view of the volcano's devastating impact. Since that time, support to the Government has continued. UNDP assisted, among other things, in reviewing the draft sustainable development plan for Montserrat, which had been approved, and participated as an observer in the discussion of the country policy paper between the Governments of Montserrat and the United Kingdom. Further emergency support had been finalized and was being provided through a joint collaboration involving the two Governments, UNDP and United Nations Volunteers. With these various processes ongoing through most of 1998,

the Government had expressed a clear wish to proceed more slowly with the preparation of a new CCF. Foremost among the concerns was the need to finalize the sustainable development plan as a basis for developing a longer-term programme of support with UNDP. The process for elaborating a new CCF was expected to begin in earnest in the second half of 1999, with a CCF anticipated for presentation to the Board in early 2000. Approval of the case-by-case request would therefore facilitate the continuation of the UNDP current programme of support, pending the finalization of the CCF.

213. The Executive Board took note of the note by the Administrator on assistance to Montserrat (DP/1999/12 and Corr.1) and authorized the Administrator to approve projects in Montserrat on a case-by-case basis.

## Preliminary earmarkings for the target for resource assignment from the core for the period 2001-2003

214. The Director of the Division for Resource Planning and Coordination gave a brief presentation of document DP/1999/27, which had been prepared in response to Executive Board decision 99/2 and presented the preliminary earmarkings for the target for resource assignment from the core line 1.1.1 (TRAC 1) for the three-year period 2001-2003. The earmarkings had been calculated in accordance with the distribution methodology approved by the Board, and were based on an annual core resource target of $1.1 billion. Final TRAC 1 earmarkings, taking into account any material revisions in 1997 per capita gross national product, would be submitted to the Executive Board at its second regular session 2000. As also agreed, when releasing resources during the period, the Administrator, as authorized and as necessary, would adjust programming levels for all programme lines proportionately, in accordance with estimates of available core resources.

215. The Executive Board took note of the report on preliminary earmarkings for the target for resource assignment from the core for the period 2001-2003 (DP/1999/27).

## XIII. OTHER MATTERS

### Coordinating Committee on Health

216. The Executive Board approved the selection of the representatives of the Western Europe and Other States group, Dr. Carol Vlassoff (Canada) as member and Dr. Yves Bergevin (Canada) as alternate; and of the Latin America and Caribbean group, Mr. Enrique Miguel Comendeiro Hernandez (Cuba) as member and Mr. Pedro Morales (Cuba) as alternate, to serve on the WHO/UNICEF/UNFPA Coordinating Committee on Health for a one-year term.

### UNFPA programme in Peru

217. At the request of the Executive Board, UNFPA provided a briefing on the programme supported in Peru. The Director, Latin America and the Caribbean Division, welcomed the opportunity to share with the Board some of the developments that had taken place in Peru's national programme on reproductive

health and family planning. She noted that beginning in late 1997 there had been wide press coverage and attention focused on sterilization services in the country when allegations of abuse had surfaced. For obvious reasons, UNFPA had been very concerned from the beginning and had followed the situation closely. At the present time, assurances had been received from national authorities that proper mechanisms had been put in place to ensure that sterilization services, and the reproductive health programme in general, were clearly guided by high standards of quality of care and respect for the reproductive rights of individuals. UNFPA had actively supported the process to ensure that coercive practices and abuses were prevented, and that reproductive rights were guaranteed and remained at the forefront of the family planning programme.

218. She noted that the Director, Reproductive Health and Family Planning Programme, Ministry of Health, Peru, would provide a brief history and an update of the investigation and follow-up steps taken by the Government. Briefly stated, the reports made available indicated that there had been no forced mass sterilizations as had been alleged in the international press. What was clearly detected were cases of abuse, poor quality of services, inadequate monitoring, insufficient counselling to ensure full information and informed choice, and a lack of patient follow-up. The existence of programme goals resulted in overzealous approaches to promote surgical contraception that had resulted in some abuses. In response to its investigations, in March 1998, the Ministry of Health reiterated that quotas were contrary to national policy and the reproductive health and family planning programme was modified to focus on helping men and women reach their reproductive goals. A series of measures had been implemented to guarantee the principles of free and informed choice, and to improve quality of care.

219. The Director underscored that the Fund's efforts in the country had supported the implementation of the measures introduced by the Ministry of Health, in collaboration with various governmental and non-governmental groups, and other agencies. Those measures fell squarely within the context of the ongoing UNFPA country programme for 1997-2001, which focused on improving quality of care and promoting sexual and reproductive rights. UNFPA support centred on strengthening the managerial and technical capacities of health providers, and on training them in sexual and reproductive rights, gender, and socio-cultural issues. With reference to the Fund's role in responding to the problems detected in the national programme, the Director noted that at the request of the Ministry of Health, in February 1998, the Pan American Health Organization (PAHO) and UNFPA had carried out a joint technical review mission that had confirmed that sterilization was prioritized over other methods, and that quality of care issues required immediate attention. The recommendations contained in the PAHO/UNFPA report submitted to the Ministry reinforced those presented by the Ombudsperson's Office, and were incorporated in the final measures introduced by the Ministry to improve the national programme. Since March 1998, UNFPA had provided ongoing guidance and technical and financial support to ensure that International Conference on Population and Development (ICPD) principles were fully reflected in the programme, including a clear emphasis on ensuring informed choice. The National Tripartite Commission on Population and Development, created in August 1997 with UNFPA support, was one of the mechanisms through which the Fund had worked to strengthen and improve quality of care. She added that, with UNFPA support, the Ministry of Health was

developing an integrated and permanent monitoring and evaluation system to measure and follow-up on qualitative aspects of service provision.

220. Next, the Director, Reproductive Health and Family Planning Programme, Ministry of Health, Peru, briefed the Executive Board on the national programme on reproductive health and family planning. He thanked the Board for its interest in the national programme. He noted that the Government of Peru accorded high priority to the provision of reproductive health and family planning services and recognized it to be important for the development of individuals and the country. For that reason, since 1990, the Government had substantially increased its contribution to the Ministry of Health's programme, which now met the needs of 70 per cent of the country's people. In 1990, the Government had provided 5 per cent of the programme budget; in 1999, that sum had risen to 70 per cent. The Government's commitment to increasing resources for the programme had enabled the expansion of services to rural areas. Also, since 1995, the national programme had provided all family planning services free of cost to clients. Legal barriers to sterilization had been removed. Given that there had been a significant increase in demand for reproductive health and family planning services it had been difficult to maintain the quality of services at that time. At the end of 1997, some newspapers and non-governmental organizations (NGOs) complained about the implementation of the programme and alleged that there had been mass forced sterilizations and insufficient provision of pre-operation information to clients. Being informed of some 200 alleged cases, the Ministry of Health carried out investigations that concluded that more than half of the cases were unsubstantiated and the rest resulted from flaws in the quality of the programme. The Government then asked UNFPA and the World Health Organization (WHO) to send a technical mission to Peru to review and assess the implementation of the programme. The conclusion of the team was that there were cases where clients had not been provided sufficient information on surgical procedures prior to giving their consent. In some cases the consent forms had not been signed and the post-operation follow-up protocol had not been observed. Also, certain surgeons were not adequately qualified.

221. The Director also noted that since March 1998, the Ministry of Health had been carrying out a strategy to improve the quality of the national programme. The actions taken included the following: programme officials had been provided written policy instructions prohibiting quotas to achieve programme goals. It had been clarified that programme goals were simply a reference point to allow assessment of financial and logistical resources; an integrated monitoring system had been developed to look at quality management and not just at the provision of services; norms for consent had been established, including through the provision of checklists to clients by the surgeon, prior to any surgical intervention; training in counselling, emphasizing respect for human rights, was provided to service providers, including doctors; surgical aspects of interventions and post-operative treatment were being improved; a 72-hour waiting period between counselling and surgery had been established; the certification of surgeons was being carried out with the participation of the Medical College of Peru; and the Ministry of Health was involved in guaranteeing the infrastructure, the equipment and the safety of surgical procedures. He added that the new national norms of the programme had been prepared following discussions with NGOs and other members of civil society. The Ministry of

Health was also participating in a national tripartite commission, composed of representatives of Government, NGOs and other organizations, that had been established in 1997 to monitor implementation of the ICPD Programme of Action. Periodically, the Ministry of Health reported to the commission on the progress of the national programme on reproductive health and family planning. Through that exchange of information a consensus statement had been published in February 1999 which stated that the media stories on alleged forced sterilizations in Peru had been erroneous and did not reflect the reality of the situation. He noted the main method of contraception in Peru was injectables and not surgical interventions. With improvements in the quality of services there had been a recent increase in the demand for vasectomies and tubal ligations. He concluded by inviting interested parties to visit Peru to verify for themselves the efforts undertaken by the Ministry of Health to improve the quality of the national programme.

222. The Permanent Representative of Peru to the United Nations informed the Executive Board that Peru had previously reported on its national programme on reproductive health and family planning in various forums at the United Nations. Nevertheless, the Government of Peru was pleased to provide the additional information requested by the Board. He emphasized that in keeping with the country's Constitution and with the international documents on human rights, the Government of Peru did not coerce individuals who availed themselves of the services of the reproductive health and family planning programme. He noted that the programme offered people of limited resources the opportunity to become informed and to freely have access to reproductive health and family planning services which otherwise would be outside their reach. He added that the eradication of poverty was one of the basic development goals of the country and the national strategy focused on meeting the health, education, nutrition and employment needs of the people. He stated that family planning constituted a personal option that each citizen could exercise freely in relation to his/her own circumstances. In Peru, civil society actors and NGOs were consulted on the provision of family planning services. He invited all interested NGOs to visit Peru to verify for themselves the advances made by the national programme on reproductive health and family planning.

223. Three delegations took the floor following the briefing and expressed appreciation for the briefing. The delegations thanked the Director, Reproductive Health and Family Planning Programme, Ministry of Health, for making a special trip from Lima, Peru, to brief the Executive Board and noted that the information provided would be very useful for authorities in their respective countries in dealing with queries and concerns that were raised. One delegation was pleased to note that Peru, in consultation with UNFPA and WHO, had taken steps to promptly remedy the problems encountered in the national programme. Another delegation requested that copies of the statement of the Permanent Representative of Peru to the United Nations be made available to the members of the Executive Board, and the Ambassador responded that his statement would later be made available to all members of the Executive Board.

224. The Director, Latin America and the Caribbean Division, was pleased to note that the Executive Board had found the information provided satisfactory. She reiterated that UNFPA was available to expand on any of the issues discussed. She also called attention to Ambassador Tudela's invitation to interested

parties to visit Peru to take a closer look at the reproductive health and family planning programme She reaffirmed that UNFPA was satisfied with the measures and strategy adopted by Peru's Ministry of Health to improve the quality of the national programme. She assured the Board that the Fund would continue to focus attention on strengthening the strategy for improving the quality of the programme.

## Closing remarks

225. The Executive Director thanked the Executive Board for the advice and guidance it had provided to the Fund. She stated that the session had been an excellent one for UNFPA and she appreciated the quality and depth of the discussions. She observed that UNFPA had benefitted greatly from the substantive dialogue which had helped to clarify several key issues of concern to the Fund. Noting that the Board had adopted three important decisions pertaining to the work of the Fund, she underscored that it was important for the Executive Board to become more closely engaged in funding issues. She added that the consultative process had been very beneficial for UNFPA. She conveyed special thanks to the representatives of Ghana, Japan, Sweden and the United Kingdom for acting as facilitators of the decisions adopted by the Board.

226. The Executive Director thanked the staff of Conference Services and UNDP for facilitating the smooth running of the meeting. She paid special tribute to the interpreters for their professionalism. She thanked the President of the Executive Board and members of the Bureau for their support. In particular, she thanked the President for the refreshing, frank and effective way in which he had conducted the session. Finally, she conveyed her thanks to all UNFPA staff for their hard work and dedication. She noted that UNFPA was much smaller than a number of its sister organizations in the United Nations system and that invariably meant that many staff members worked long hours. In addition, the year had been an extraordinarily busy one for UNFPA due to the ICPD+5 review and appraisal process. She concluded by registering her gratitude to the Fund's staff members for their commitment and dedication.

227. The Associate Administrator, also on behalf of the Administrator, thanked all delegations that had participated in the first funding meeting for UNDP held on 15 April. He gave special thanks to those delegations that had sent high-level representatives to give support to UNDP. He hoped that the first pledging conference, a historic event for UNDP, would be the basis for close cooperation and serve as a tool, enabling partners to reconfirm their commitments. He thanked all donors who had expressed support and hoped that it would not be long before UNDP reached its target of $1.1 billion in core contributions per annum. He also thanked the President and other members of the Bureau, the Executive Director and all others who had participated in the session.

228. Ms. Jana Simonova (Czech Republic), Vice President of the Executive Board, who was chairing the meeting, gave an overview of the highlights of the Board's action, noting that it had been an intense and productive week. She thanked all members of the Board for the guidance and advice they had provided to UNDP and UNFPA. She also thanked all Bureau members, the secretariats of UNDP and UNFPA,

as well as the conference officers, the interpreters and other staff of conference services who had facilitated the Board's work.

229. The Executive Board concluded its work by adopting the following decision:

### 99/7. Overview of decisions adopted by the Executive Board at its second regular session 1999

The Executive Board

Recalls that during the second regular session 1999 it:

### ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its second regular session 1999 (DP/1999/L.2 and Corr.1);

Approved the report on the first regular session 1999 (DP/1999/8);

Approved the report on the second regular session 1999 on item 2: Reports to the Economic and Social Council;

Agreed to the following schedule of future sessions of the Executive Board in 1999 and 2000 subject to the approval of the Committee on Conferences:

| | |
|---|---|
| Annual session 1999: | 14-23 June 1999 (New York) |
| Third regular session 1999: | 13-17 September 1999 |
| First regular session 2000: | 24-28 January 2000 |
| Second regular session 2000: | 3-7 April 2000 |
| Annual session 2000: | 12-23 June 2000 (Geneva) |
| Third regular session 2000: | 11-15 September 2000 |

Agreed to the subjects to be discussed at the annual session 1999 of the Board, as listed in the work plan (see annex I);

## UNDP/UNFPA SEGMENT

### ITEM 2: REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL

Took note of the reports of the Administrator (DP/1999/10) and the Executive Director (DP/FPA/1999/5) to the Economic and Social Council and agreed to transmit them to the Economic and Social Council with comments made thereon;

### ITEM 3: COMMON PREMISES AND SERVICES

Took note of the progress report on the United Nations House programme (DP/1999/CRP.5);

### ITEM 4: STATEMENTS ON FUNDING COMMITMENTS TO UNDP AND UNFPA

Held its first funding meeting following decision 99/1 and took note of the report on core funding commitments to UNDP 1999 and onwards (DP/1999/CRP.6) with comments made thereon, including the revised tables 1 and 2 (see annex II);

## UNFPA SEGMENT

### ITEM 5: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the request for assistance to the Government of Benin (DP/FPA/BEN/5 and Corr.1);

### ITEM 6: TECHNICAL SUPPORT SERVICES

Took note of the progress report on improvements implemented in the operation of the UNFPA Technical Support Services system (DP/FPA/1999/4);

### ITEM 7: SECTOR-WIDE APPROACHES

Adopted decision 99/4 of 16 April 1999 on UNFPA and sector-wide approaches;

### ITEM 8: ICPD+5

Took note of the oral presentation on the ICPD+5 review and assessment process, including the outcome of the Hague International Forum;

### ITEM 9: RESOURCE MOBILIZATION

Adopted decision 99/5 of 16 April 1999 on UNFPA multi-year planning, management and funding framework;

### ITEM 10: EMERGENCY ASSISTANCE

Adopted decision 99/6 of 16 April 1999 on UNFPA support for reproductive health in emergency situations;

## UNDP SEGMENT

### ITEM 11: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Took note of the report on UNDP financial risk management; review of operational reserve (DP/1999/5/Rev.1) and the report of the Advisory Committee on Administrative and Budgetary Questions on UNDP financial risk management; review of operations reserve (DP/1999/26) and decided to resume consideration of these documents at its annual session 1999.

### ITEM 12: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Approved the first country cooperation framework for Aruba (DP/CCF/ARU/1 and Corr.1);

Took note of the report on assistance to Somalia (DP/1999/11) with the comments made thereon and authorized the Administrator to continue to approve projects in Somalia on a case-by-case basis;

Took note of the report on assistance to Montserrat (DP/1999/12 and Corr.1) and authorized the Administrator to approve projects in Montserrat on a case-by-case basis;

Took note of the report on preliminary earmarkings for the target for resource assignment from the core for the period 2001-2003 (DP/1999/27);

### ITEM 13: OTHER MATTERS

Approved the selection of the representatives of the Western Europe and Other States group and of the Latin America and Caribbean group to serve on the WHO/UNICEF/UNFPA Coordinating Committee on Health for a one-year term.

Took note of the briefing by UNFPA on its programme of assistance to the Government of Peru.

16 April 1999

## Annex I

Annual session 1999 (14-23 June 1999)

| DAY/DATE | TIME | ITEM | SUBJECT |
|---|---|---|---|
| MONDAY 14 JUNE | A.M. | 1 | Organizational matters: Adoption of the agenda and agreement on the work plan and approval of the report on the second regular session 1999 |
| | | 2 | UNDP: Annual report of the Administrator |
| | P.M. | 2 | UNDP: Annual report of the Administrator (continued) |
| TUESDAY 15 JUNE | A.M. | 3 | UNDP: Follow-up to United Nations reform |
| | P.M. | 4 | UNDP: Evaluation |
| WEDNESDAY 16 JUNE | A.M. | 5 | UNDP: Country cooperation frameworks and related matters |
| | | 14 | UNDP: Financial, budgetary and administrative matters: financial risk management |
| | P.M. | 6 | UNDP: Information and communication strategy |
| THURSDAY 17 JUNE | A.M. | 7 | UNDP: Resource mobilization |
| | | 8 | UNDP: Technical cooperation among developing countries |
| | P.M. | 9 | United Nations Office for Project Services |
| FRIDAY 18 JUNE | A.M. | | UNDP/UNFPA JOINT SEGMENT |
| | | 10 | Internal audit and oversight |
| | | 15 | Field visit to Brazil |
| | P.M. | | *SPECIAL EVENT*<br>*Private sector in Africa: Role of UNDP* |

| DAY/DATE | TIME | ITEM | SUBJECT |
|---|---|---|---|
| MONDAY<br>21 JUNE | A.M. | | UNFPA SEGMENT |
| | | 11 | UNFPA: Report of the Executive Director for 1998 |
| | P.M. | 11 | UNFPA: Report of the Executive Director for 1998 (continued) |
| TUESDAY<br>22 JUNE | A.M. | 11 | UNFPA: Report of the Executive Director for 1998 (continued) |
| | P.M. | 12 | UNFPA: Work plan and request for programme expenditure authority |
| WEDNESDAY<br>23 JUNE | A.M. | 13 | UNFPA: Information and communication strategy |
| | P.M. | 15 | Other matters<br>- Report on the World Trade Organization initiative for least developed countries<br>- Joint United Nations programme on HIV/AIDS<br>- Pending decisions |

Informal briefings proposed:

- Briefing by the World Bank on the Comprehensive Development Framework and the Global Trust Fund
- UNDP assistance to the Indonesian election process
- Presentation by the Office of Development Studies on Global Public Goods - International Cooperation in the 21st Century
- Follow-up activities to Hurricane Mitch

# ANNEX II.

## Table 1. Commitments/estimates of contributions to UNDP core resources: 1999-2001 and income to UNDP core resources and government local office costs: 1997-1998 a/
(as of 30 April 1999)

| 1.a. OECD/DAC Members | 1997 Income received | | | 1998 Income received | | | 1999 PLEDGES & ESTIMATES b/ | | | | | 2000 Pledges & Estimates b/ | | 2001 Pledges & Estimates b/ | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Local currency (in millions) | US $ | Percentage share of total core contribution | Local currency (in millions) | US $ | Percentage share of total core contribution | Local currency (in millions) | US $ | Percentage share of total core contribution | % increase in local currency | % increase in US $ | Local currency (in millions) | US $ | Local currency (in millions) | US $ |
| Australia | - | - | 0.0% | 13.2 c | 8,257,348 c | 1.1% | 8.7 * | 4,213,636 | 0.6% | 0.0% | 5.1% | 8.7 * | 4,213,636 | 8.7 * | 4,213,636 |
| Austria | 136.90 | 11,452,860 | 1.5% | 125.9 | 10,052,008 | 1.3% | 143.8 d | 11,214,385 d | 1.5% | 0.0% | -2.4% | 125.8 | 9,808,273 | 125.8 | 9,808,273 |
| Belgium | 680.00 | 18,591,549 | 2.4% | 464.2 | 12,245,283 | 1.6% | 474.2 | 12,346,796 | 1.7% | 2.2% | 0.8% | | | | |
| Canada | 41.25 | 29,783,762 | 3.9% | 41.3 | 29,290,780 | 3.9% | 41.3 | 27,380,993 | 3.7% | 0.0% | -6.6% | 41.3 | 27,350,993 | 41.3 | 27,350,993 |
| Denmark | 508.56 | 78,330,308 | 10.0% | 550.0 | 84,580,097 | 11.3% | 575.0 * | 85,324,232 | 11.6% | 4.5% | 0.9% | | | | |
| Finland | 61.00 | 11,888,104 | 1.6% | 62.0 | 11,453,273 | 1.5% | 65.0 | 11,729,845 | 1.6% | 4.8% | 2.4% | | | | |
| France | 80.00 | 13,808,072 | 1.8% | 31.6 | 5,146,580 | 0.7% | 100.0 e | 16,357,189 e | 2.2% | 56.0% | 51.6% | | | | |
| Germany | 120.00 | 68,379,932 | 9.1% | 100.0 | 56,825,800 | 7.6% | 75.0 | 41,144,813 | 5.6% | -25.0% | -27.6% | | | | |
| Ireland | 1.86 | 2,856,760 | 0.4% | 2.2 | 3,084,412 | 0.4% | 2.42 | 3,298,958 | 0.4% | 10.0% | 6.9% | 2.42 | 3,298,958 | 2.42 | 3,298,958 |
| Italy | 32,000.0 | 18,563,689 | 2.6% | 19,000.0 | 10,734,463 | 1.4% | 22,000.0 | 12,191,067 | 1.7% | 15.8% | 13.6% | 22,000.0 * | 12,191,067 | 22,000.0 * | 12,191,067 |
| Japan | - | 98,271,200 | 13.0% | - | 79,896,000 | 10.6% | - | 80,000,000 | 10.8% | - | 0.1% | | | | |
| Luxembourg | 15.0 | 431,034 | 0.1% | 20.0 | 526,535 | 0.1% | 24 | 638,352 | 0.1% | 20.0% | 21.2% | 30 | 797,940 | 30 | 797,940 |
| Netherlands | 170.0 | 87,480,818 | 11.5% | 165.0 | 82,335,454 | 11.0% | 150.0 | 73,033,218 | 9.9% | -9.1% | -11.3% | | | | |
| New Zealand | 4.4 | 3,034,483 | 0.4% | 4.4 | 2,573,099 | 0.3% | 4.4 * | 2,340,426 | 0.3% | 0.0% | -9.0% | | | | |
| Norway | 524.0 | 75,820,482 | 10.0% | 560.0 | 74,580,245 | 9.9% | 550.0 | 69,912,292 | 9.5% | -1.8% | -6.3% | | | | |
| Portugal | - | 1,200,000 | 0.2% | - | 1,400,000 | 0.2% | - | 1,600,000 | 0.2% | - | 14.3% | | | | |
| Spain | 841.0 | 5,900,000 | 0.8% | 741.0 | 5,292,857 | 0.7% | 815 * | 5,256,023 | 0.7% | 10.0% | -0.7% | | | | |
| Sweden | 480.0 | 61,162,090 | 8.0% | 470.0 | 59,958,102 | 8.0% | 490.0 | 59,383,939 | 8.0% | 4.3% | -1.0% | 490.0 | 59,383,939 | 490.0 | 59,383,939 |
| Switzerland | 56.0 | 38,620,690 | 5.1% | 56.0 | 41,791,045 | 5.6% | 56.0 * | 37,583,893 | 5.1% | 0.0% | -10.1% | | | | |
| United Kingdom | 24.0 | 38,850,874 | 5.1% | 30.0 | 50,000,000 | 6.7% | 35.0 | 56,634,304 | 7.7% | 16.7% | 13.3% | 35.0 | 56,634,304 | 35.0 | 56,634,304 |
| United States | - | 72,300,000 | 9.5% | - | 95,548,485 | 12.7% | - | 100,000,000 | 13.5% | - | 4.7% | | 80,000,000 | | |
| Subtotal DAC | | 737,894,029 | 96.9% | | 726,661,946 | 96.6% | | 711,882,199 | 96.4% | | -1.9% | | | | |
| Others | | 23,469,913 | 3.1% | | 26,366,486 | 3.4% | | 26,989,012 | 3.6% | | 4.8% | | | | |
| TOTAL UNDP | | 760,966,938 | 100.0% | | 752,028,491 | 100.0% | | 738,871,211 | 100.0% | | -1.7% | | | | |

| 1.b. Non-DAC | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Andorra | | 8,000 | 0.0% | | 0 | 0.0% | | | 0.0% | | | | | | |
| Cyprus | | | 0.0% | | 0 | 0.0% | | | 0.0% | | | | | | |
| Greece | | 788,346 | 0.1% | 70,165,343 | 276,296 | 0.0% | 70,000,000 | 239,464 | 0.0% | -0.2% | -13.3% | | | | |
| Holy See | | 2,500 | 0.0% | | 0 | 0.0% | | | 0.0% | | | | | | |
| Iceland | 31,800,000 | 787,857 | 0.1% | 22,100,000 | 364,910 | 0.0% | 18,300,000 | 272,321 | 0.0% | -17.2% | -25.4% | | | | |
| Liechtenstein | 10,000 | 6,944 | 0.0% | 10,000 | 6,849 | 0.0% | 10,000 | 6,711 | 0.0% | 0.0% | -2.0% | | | | |
| Malta | | 146,934 | 0.0% | | 25,000 | 0.0% | | | 0.0% | | | | | | |
| Monaco | 75,000 | 13,158 | 0.0% | | 0 | 0.0% | 70,000 | 11,450 | 0.0% | | | | | | |
| Subtotal non-DAC | | 1,738,739 | 0.2% | | 673,055 | 0.1% | | 529,946 | 0.1% | | | | | | |

* Based on informal indications provided by the donor or UNDP's best estimates; final commitments were not available before finalization of this table.

## Table 1 (continued)

| 1.a. Programme countries by region | 1997 Income received | | | 1998 Income received | | | 1999 Pledges received 1/ as per April 30, 1999 | | 2000 Pledges received 1/ as per April 30, 1999 | | 2001 Pledges received 1/ as per April 30, 1999 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Total income 1/ US$ | Net core contribution 1/ US$ | GLOC payments US$ | Total income 1/ US$ | Net core contribution 1/ US$ | GLOC payments US$ | Core pledges US$ | GLOC pledges US$ | Core pledges US$ | GLOC pledges US$ | Core Pledges US$ | GLOC pledges US$ |
| **Africa** | | | | | | | | | | | | |
| Benin | 256,173 | 4,500 | 251,673 | 304,371 | 0 | 304,371 | 5,000 | | | | | |
| Botswana | 41,273 | 0 | 41,273 | 438,718 | 0 | 438,718 | | | | | | |
| Burkina Faso | 0 | 0 | 0 | 38,719 | 0 | 38,719 | 50,000 | | | | | |
| Burundi | 29,874 | 0 | 29,874 | 12,429 | 0 | 12,429 | 10,000 | | | | | |
| Cameroon | 37,234 | 0 | 37,234 | 0 | 0 | 0 | | | | | | |
| Central African Republic | 23,810 | 0 | 23,810 | 0 | 0 | 0 | | | | | | |
| Chad | | | | | | | 40,000 | 100,000 | 40,000 | 100,000 | | |
| Ethiopia | 148,938 | 0 | 148,938 | 152,257 | 0 | 152,257 | 144,926 | 7,584 | 144,926 | 7,584 | 144,926 | 7,584 |
| Gambia | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | | | | | |
| Ghana | 40,000 | 32,000 | 8,000 | 0 | 0 | 0 | 40,000 | | 50,000 | | 60,000 | |
| Lesotho | 105,382 | 0 | 105,382 | 412 | 0 | 412 | 21,417 | 57,878 | | | | |
| Madagascar | 52,926 | 0 | 52,926 | 53,024 | 0 | 53,024 | | | | | | |
| Malawi | 0 | 0 | 0 | 0 | 0 | 0 | 4,121 | | | | | |
| Mali | 11,726 | 0 | 11,726 | 0 | 0 | 0 | | | | | | |
| Mauritius | 91,370 | 0 | 91,370 | 97,216 | 0 | 97,216 | | | | | | |
| Namibia | 500 | 0 | 500 | 444,929 | 0 | 444,929 | | | | | | |
| Nigeria | 0 | 0 | 0 | 286,677 | 0 | 286,677 | | | | | | |
| Rwanda | 0 | 0 | 0 | 16,980 | 0 | 16,980 | | | | | | |
| Sao Tomé and Principe | 0 | 0 | 0 | 45,931 | 0 | 45,931 | | | | | | |
| Senegal | | | | | | | 20,000 | 280,000 | | | | |
| Seychelles | 23,009 | 0 | 23,009 | 0 | 0 | 0 | | | | | | |
| South Africa | 200,226 | 0 | 200,226 | 174,081 | 0 | 174,081 | 144,885 | | | | | |
| Swaziland | 144,227 | 0 | 144,227 | 133,533 | 0 | 133,533 | | | | | | |
| Tanzania, United Republic of | 8,453 | 0 | 8,453 | 0 | 0 | 0 | 50,718 | 1,000,000 | | | | |
| Zambia | 0 | 0 | 0 | 1,976 | 0 | 1,976 | | | | | | |
| Zimbabwe | 112,777 | 0 | 112,777 | 0 | 0 | | | | | | | |
| **Subtotal** | 1,327,898 | 36,500 | 1,291,398 | 2,199,291 | 0 | 2,199,291 | 538,879 | 1,445,472 | 234,926 | 107,584 | 204,926 | 7,584 |
| **Arab States** | | | | | | | | | | | | |
| Algeria | 288,319 | 0 | 288,319 | 100,000 | 0 | 100,000 | 100,000 | | | | | |
| Bahrain | 480,000 | 0 | 480,000 | 566,839 | 56,000 | 510,839 | | | | | | |
| Djibouti | 1,000 | 0 | 1,000 | 0 | 0 | 0 | 1,000 | | | | | |
| Egypt | 1,121,894 | 335,080 | 786,914 | 422,059 | 196,059 | 226,000 | | | | | | |
| Iraq | 868,020 | 0 | 868,020 | 0 | 0 | 0 | | | | | | |
| Jordan | 809,887 | 187,887 | 362,000 | 240,113 | 0 | 240,113 | 284,735 | 336,420 | | | | |
| Kuwait | 570,000 | 568,000 | 2,000 | 0 | 0 | 0 | 570,000 | | | | | |
| Lebanon | 388,000 | 0 | 388,000 | 993,177 | 0 | 993,177 | | | | | | |
| Libyan Arab Jamahiriya | 885,910 | 0 | 885,910 | 0 | 0 | 0 | | | | | | |
| Morocco | 486,705 | 18,805 | 467,900 | 657,915 | 191,886 | 466,029 | | | | | | |
| Saudi Arabia | 2,358,987 | 1,918,087 | 440,900 | 2,000,000 | 2,000,000 | 0 | 2,000,000 | | | | | |
| Syrian | 99,086 | 0 | 99,086 | 96,842 | 0 | 96,842 | | | | | | |
| Tunisia | 318,884 | 0 | 318,884 | 467,420 | 161,720 | 305,700 | 223,478 | 130,436 | | | | |
| United Arab Emirates | 885,798 | 0 | 885,798 | 1,358,772 | 570,800 | 787,972 | | | | | | |
| Yemen | 40,182 | 0 | 40,182 | 201,062 | 0 | 201,062 | 40,000 | | | | | |
| **Subtotal** | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | 3,219,213 | 466,856 | 0 | 0 | 0 | 0 |
| **Asia/Pacific** | | | | | | | | | | | | |
| Bangladesh | 25,229 | 0 | 25,229 | 322,746 | 65,646 | 257,100 | 300,000 | 22,746 | 400,000 | | 400,000 | |
| Bhutan | 53,364 | 0 | 53,364 | 67,340 | 0 | 67,340 | 11,232 | | 11,232 | | 11,232 | |
| China | 3,164,719 | 2,925,419 | 239,300 | 3,252,371 | 2,950,000 | 302,371 | 3,000,000 | 302,287 | | | | |
| Cook Islands | 26,016 | 0 | 26,016 | 0 | 0 | 0 | | | | | | |
| Democratic People's Republic of Korea | | 0 | | 140,187 | 8,487 | 131,700 | | | | | | |
| Fiji | 46,686 | 0 | 46,686 | 43,825 | 0 | 43,825 | 34,021 | 9,639 | | | | |
| Hong Kong | 49,231 | * 37,900 | 11,331 | 0 | 0 | 0 | | | | | | |

## Table 1 (continued)

| I.c. Programme countries by region | 1997 Income received<br>Total income l/ US$ | <br>Net core contribution l/ US$ | <br>GLOC payments US$ | 1998 Income received<br>Total income l/ US$ | <br>Net core contribution l/ US$ | <br>GLOC payments US$ | 1999 Pledges received b/ as per April 30, 1999<br>Core pledges US$ | <br>GLOC pledges US$ | 2000 Pledges received b/ as per April 30, 1999<br>Core pledges US$ | <br>GLOC pledges US$ | 2001 Pledges received b/ as per April 30, 1999<br>Core Pledges US$ | <br>GLOC pledges US$ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| India | 4,384,388 | 4,289,088 | 95,300 | 9,030,076 | 8,921,784 e | 108,292 | 4,500,000 | | 4,500,000 | | 4,500,000 | |
| Indonesia | 1,155,000 | 837,500 | 317,500 | 0 | 0 | 0 | | | | | | |
| Iran, Islamic Republic of | 121,333 | 0 | 121,333 | 121,511 | 0 | 121,511 | | 86,079 | | | | |
| Lao People's Democratic Republic | 0 | 0 | 0 | 116 | 0 | 116 | 21,168 | | | | | |
| Malaysia | 416,546 | 16,246 | 400,300 | 385,000 | 116,500 | 268,500 | 385,000 | | | | | |
| Maldives | 102,500 | 0 | 102,500 | 120,011 | 10,000 | 110,011 | 7,500 | | | | | |
| Micronesia | 0 | 0 | 0 | 3,000 | 0 | 3,000 | | | | | | |
| Mongolia | 78,509 | 0 | 78,509 | 92,727 | 0 | 92,727 | 17,000 | | | | | |
| Myanmar | 115,530 | 5,746 | 109,784 | 0 | 0 | 0 | 3,344 | | | | | |
| Nepal | 138,228 | 11,630 | 126,598 | 121,731 | 0 | 121,731 | 80,000 | | 80,000 | | 80,000 | |
| Niue | 20,302 | 1,400 | 18,902 | 20,316 | 0 | 20,316 | | | | | | |
| Pakistan | 888,085 | 611,529 | 276,556 | 775,719 | 514,019 | 261,700 | 498,743 | 231,067 | 546,417 | | | |
| Philippines | 1,364,272 | 636,163 | 728,109 | 648,777 | 302,949 | 345,828 | 7,000 | 459,845 | | | | |
| Republic of Korea | 3,393,506 | 2,527,306 | 866,200 | 2,534,445 | 1,833,345 | 701,100 | 2,250,000 | | | | | |
| Samoa | 59,100 | 0 | 59,100 | 46,088 | 6,000 | 40,088 | 6,000 | | | | | |
| Singapore | 255,000 | 255,000 | 0 | 300,000 | 300,000 | | 300,000 | | | | | |
| Sri Lanka | 1,034,640 | 980,540 | 54,100 | 2,089,280 | 2,008,580 e | 80,700 | | | | | | |
| Thailand | 1,678,100 | 732,700 | 945,400 | 1,879,323 | 984,423 | 894,900 | 815,112 | 413,844 | | | | |
| Tokelau Islands | 18,853 | 0 | 18,853 | 48,982 | 0 | 48,982 | | | | | | |
| Tonga | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 | | | | | | |
| Vanuatu | 0 | 0 | 0 | 5,000 | 0 | 5,000 | | | | | | |
| Viet Nam | 408,789 | 25,850 | 382,939 | 28,894 | 0 | 28,894 | 29,035 | | | | | |
| Subtotal | 19,919,188 | 13,999,909 | 5,129,059 | 20,879,445 | 16,033,733 | 4,845,712 | 12,313,194 | 1,896,317 | 5,537,849 | 0 | 4,891,232 | 0 |
| Latin America | | | | | | | | | | | | |
| Anguilla | 28,807 | 0 | 28,807 | 24,800 | 0 | 24,800 | | | | | | |
| Argentina | 280,881 | 0 | 280,881 | 801,804 | 0 | 801,804 | 500,000 | 800,000 | | | | |
| Aruba | 10,868 | 0 | 10,868 | 0 | 0 | 0 | | | | | | |
| Barbados | 146,175 | 0 | 146,175 | 162,464 | 0 | 162,464 | | | | | | |
| Belize | 37,879 | 0 | 37,879 | 50,506 | 0 | 50,506 | | | | | | |
| Bolivia | 70,000 | 0 | 70,000 | 70,000 | 0 | 70,000 | 70,000 | | | | | |
| Brazil | 600,000 | 0 | 600,000 | 0 | 0 | 0 | | | | | | |
| British Virgin Islands | 17,428 | 8,316 | 9,112 | 17,428 | 8,316 | 9,112 | | | | | | |
| Cayman Islands | 0 | 0 | 0 | 18,800 | 0 | 18,800 | | | | | | |
| Chile | 1,100,000 | 283,800 | 816,200 | 612,000 | 0 | 612,000 | 975,000 | 200,000 | | | | |
| Colombia | 1,016,057 | 440,357 | 575,700 | 650,994 | 79,894 | 571,100 | 450,000 | 200,000 | | | | |
| Costa Rica | 281,252 | 0 | 281,252 | 559,364 | 279,964 | 279,400 | | | | | | |
| Cuba | 1,557,754 | 1,352,754 | 205,000 | 1,552,754 | 1,352,754 | 200,000 | 1,352,754 | 200,000 | 1,352,754 | 200,000 | 1,352,754 | 200,000 |
| Dominican Republic | 37,741 | 37,741 | | 0 | 0 | | | | | | | |
| Ecuador | 0 | 0 | | 111,281 | 0 | 111,281 | | | | | | |
| El Salvador | 552,640 | 0 | 552,640 | 383,080 | 0 | 383,080 | | | | | | |
| Guatemala | 98,325 | 0 | 98,325 | 251,382 | 0 | 251,382 | | 251,382 | | | | |
| Guyana | 60,002 | 16,142 | 43,860 | 58,343 | 14,160 | 44,183 | | | | | | |
| Haiti | 83,796 | 0 | 83,796 | 477,980 | 0 | 477,980 | | | | | | |
| Honduras | 45,279 | 0 | 45,279 | 71,108 | 0 | 71,108 | | | | | | |
| Jamaica | 108,052 | 0 | 108,052 | 0 | 0 | | | | | | | |
| Mexico | 1,002,426 | 395,626 | 606,800 | 996,730 | 318,330 | 678,400 | | | | | | |
| Netherlands Antilles | 18,836 | 0 | 18,836 | 0 | 0 | | | | | | | |
| Nicaragua | 0 | 0 | | 198,000 | 40,000 | 158,000 | | | | | | |
| Panama | 722,960 | 148,740 | 574,220 | 433,760 | 140,860 | 292,900 | | | | | | |
| Paraguay | 227,879 | 0 | 227,879 | 40,213 | 0 | 40,213 | | | | | | |
| Peru | 0 | 0 | | 450,000 | 0 | 450,000 | 500,000 | | | | | |
| Saint Kitts and Nevis | 58,300 | 0 | 58,300 | 58,300 | 0 | 58,300 | | | | | | |
| Saint Lucia | 46,000 | 2,200 | 43,800 | 51,800 | 0 | 51,800 | | | | | | |

## Table 1 (continued)

| 1.c. Programme countries by region | 1997 Income received | | | 1998 Income received | | | 1999 Pledges received b/ as per April 30, 1999 | | 2000 Pledges received b/ as per April 30, 1999 | | 2001 Pledges received b/ as per April 30, 1999 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Total income i/ US$ | Net core contribution i/ US$ | GLOC payments US$ | Total income i/ US$ | Net core contribution i/ US$ | GLOC payments US$ | Core pledges US$ | GLOC pledges US$ | Core pledges US$ | GLOC pledges US$ | Core Pledges US$ | GLOC pledges US$ |
| Saint Vincent | 32,973 | 0 | 32,973 | 0 | 0 | | | | | | | |
| Suriname | 51,445 | 0 | 51,445 | 0 | 0 | | | | | | | |
| Trinidad and Tobago | 159,219 | 21,319 | 137,900 | 11,218 | 0 | 11,218 | | | | | | |
| Turks and Caicos | 29,900 | 0 | 29,900 | 50,000 | 23,600 | 26,400 | | | | | | |
| Uruguay | 0 | 0 | | 263,000 | 0 | 263,000 | | | | | | |
| Venezuela | 0 | 0 | | 306,780 | 0 | 306,780 | | | | | | |
| **Subtotal** | **8,457,473** | **2,707,195** | **5,750,278** | **8,733,486** | **2,257,608** | **6,475,878** | **3,447,754** | **1,791,362** | **1,352,754** | **200,006** | **1,352,754** | **290,000** |
| Europe | | | | | | | | | | | | |
| Belarus | 123,543 | 0 | 123,543 | 100,001 | 0 | 100,001 | | | | | | |
| Bulgaria | 0 | 0 | | 152,457 | 5,722 | 146,735 | 1,014 | 50,000 | | | | |
| Czech Republic | 239,521 | 239,521 | | 243,902 | 243,902 | | 170,020 | 21,252 | 255,030 h/ | | 283,386 h/ | |
| Estonia | 88,027 | 0 | 88,027 | 73,529 | 0 | 73,529 | | | | | | |
| Latvia | 143,426 | 0 | 143,426 | 146,736 | 0 | 146,736 | | | | | | |
| Lithuania | 245,000 | 0 | 245,000 | 0 | 0 | | | | | | | |
| Poland | 420,603 | 230,279 | 190,324 | 510,781 | 291,687 | 219,094 | 394,737 | 200,000 | | | | |
| Republic of Moldova | 26,800 | 0 | 26,800 | 0 | 0 | | | | | | | |
| Romania | 44,274 | 0 | 44,274 | 117,203 | 8,803 | 108,800 | 18,849 | 70,784 | | | | |
| Russian Federation | 450,000 | 160,800 | 289,200 | 75,000 | 0 | 75,000 | 900,000 j/ | | | | | |
| Slovenia | 0 | 0 | | 2,031 | 0 | 2,031 | 1,417 | | | | | |
| Turkey | 2,899,707 | 1,378,644 | 1,521,063 | 1,530,000 | 688,400 | 841,600 | 770,000 | | | | | |
| Turkmenistan | | | | | | | 3,000 | | | | | |
| Ukraine | 72,456 | 0 | 72,456 | 51,501 | 0 | 51,501 | | | | | | |
| Yugoslavia | 0 | 0 | | 9,743 | 0 | 9,743 | | | | | | |
| **Subtotal** | **4,733,167** | **2,009,254** | **2,723,913** | **3,012,884** | **1,238,205** | **1,774,679** | **2,257,837** | **342,917** | **255,030** | **0** | **283,386** | **0** |
| **Estimate** | | | | | | | **4,336,616 k/** | | | | | |
| **Total all regions** | **42,365,225** | **21,634,874** | **20,730,351** | **43,120,155** | **24,696,469** | **18,423,756** | **26,896,932** | **8,480,023** | **7,388,261** | **307,994** | **6,833,390** | **297,994** |

a/ Based on actual income received by UNDP in the respective calendar year rather than pledged contributions for that year

b/ Based on United Nations exchange rates as of 1 April 1999

c/ Australia did not make any payment as of 31 December 1997 for that year's pledge. Instead, it made two payments of A$8.6 million (equivalent to US$ 4.25 million) and A$8.7 million (equivalent to US$4.01 million) in 1998, which represents payment for both the 1997 and 1998 pledges respectively. With its 1999 pledge at A$8.7 million (equivalent to US$4.21 million), the level of contribution in local currency terms, is maintained at the 1998 level. However, based on the United Nations exchange rate as of 1 April 1999 the percentage increase in US dollar terms is approximately 5.08 per cent over the previous year.

d/ As confirmed, Austria's pledge for 1999 is maintained at the 1998 level, i.e., ATS128.8 million; consequently, the table shows no percentage change in local currency terms for 1999. However, the amount shown for 1998 is actual income received and reflects part of the 1998 pledge as well as partial payment for previous years. As the final portion of Austria's 1998 pledge is expected to be received in 1999, the estimate shown for Austria for 1999 includes the remaining portion of the 1998 pledge plus the 1999 pledge

e/ France's pledge for 1998 was in the amount of Ffrs. 51.6 million, out of which a first payment of Ffrs 31.6 million (equivalent to US$5.15 million) was received as of 31 December 1998. The remaining Ffrs 20 million (equivalent to US$3.46 million) was received on 5 February 1999 and will consequently be reflected as part of the income received in 1999 calendar year. Based on the actual 1998 pledge (Ffrs. 51.6 million, equivalent to US$ 8.83 million) and the 1999 pledge of Ffrs. 80 million (equivalent to US$13.09 million), the 1999 contribution represents an increase of 55.04 per cent in local currency terms and 51.83 per cent in US dollar terms. In terms of the increase of expected 1999 payment over actual income received in 1998, it will be 217 per cent in local currency terms and 218 per cent in US dollar terms.

f/ India did not make any payment towards its 1997 pledge of US$4.38 million during the 1997 calendar year. Instead, it made two payments in 1998 of US$4.38 million and of US$ 4.5 million, which represent payments for the 1997 and 1998 pledges respectively. With the 1999 pledge at the level of US$ 4.5 million, India has maintained its pledge from 1998.

g/ Sri Lanka did not make any payment towards its 1997 pledge of US$1.03 million during the 1997 calendar year. Instead, it made two payments in 1998 of US$1.03 million each, which represents payments for the 1997 and 1998 pledges respectively.

h/ Includes GLOC, for which no breakdown is provided

i/ Total income received from programme countries, which includes voluntary contributions as well as GLOC payments. Parts or all of initial voluntary contributions may be reflected as GLOC payments through the accounting linkage. The net core contribution reflects the voluntary contribution after application of the accounting linkage.

j/ Payment for the Russian Federation for 1998 was received on 4 January 1999. The total pledge reflected, $900,000, is a combination of the 1998 payment and the 1999 pledge.

k/ It is estimated that at least approximately US$ 4 million in core contributions will still be forthcoming from programme countries. This figure is based on UNDP estimates and on historical trends.

Source: DOF report, 431A for 1997-1998 and two-year pledging conference print-out of 1 April 1999
DRM/BREA
April 30, 1999

# Table 2: Schedule of payments confirmed for 1999 commitments to UNDP core resources

| Contributors | Schedule of payments |
|---|---|
| **DAC donors** | |
| Australia | Early July 1999. |
| Austria | Monthly instalments. |
| Belgium | May 1999. |
| Canada | Full payment of Cdn$41.3 million received by UNDP on 13 April 1999. |
| Finland | End April 1999. |
| France | Before 30 April 1999. |
| Germany | Four instalments. First payment of DM.18.75 million (equivalent to US$10.93 million) received by UNDP on 15 February 1999. Other payments are scheduled for 15 May, 15 August and 15 October 1999. |
| Ireland | IR£200,000 (equivalent to US$298,380) received in January 1999, the balance of IR£2.22 million (equivalent to US$3.02 million) was received on April 8, 1999. |
| Italy | July 1999. |
| Japan | Second quarter of 1999. |
| Luxembourg | Full payment of LFrs.24 million (equivalent to US$0.6 million) received on April 15, 1999. |
| Netherlands | 12 instalments, already made three payments of Dfls. 12.5 million (equivalent to US$ 6.45 million) received on February 2, 1999; Dfls. 12.5 million (equivalent to US$ 6.45 million) received on February 5, 1999; and Dfls. 12.5 million (equivalent to US$ 6.01 million) received on April 1, 1999. |
| Norway | Four equal instalments. First payment of Nkrs.137.50 million (equivalent US$18.2 million) received in January 1999. Second payment of Nkrs.135.5 million is expected by end April 1999. |
| Sweden | Two equal instalments, first payment of Skr.245 million received in March 1999. Final payment will be made in September 1999. |
| United Kingdom | Beginning April 1999. |
| United States | $77 million received on April 5, 1999. |
| **Programme countries** | |
| Bulgaria | End April 1999. |
| Burundi | Second quarter of 1999. |
| Czech Republic | End April 1999. |
| Ghana | First half of 1999 (will include both 1998 and 1999 payments). |
| India | Second quarter of 1999. |
| Nepal | 1999 pledge will be paid in April 1999. For the 2000 and 2001 pledges, payment will be made in January each year. |
| Pakistan | First week of May 1999. |
| Poland | First half of 1999. |
| Republic of Korea | June 1999. |
| Romania | Second half of 1999. |
| Turkey | Fall of 1999. |

Source: Based on official letters received by UNDP (DRM/BREA) as of 9 April 1999. Supplementary information provided by UNDP Comptroller's Division, BFAS/UNDP.

April 30, 1999.

## Table 3. Government in-kind contributions
(Thousands of US dollars)

| Region/Country Office | 1997 | 1996 |
|---|---|---|
| **AFRICA** | | |
| Benin | 34.3 | 32.8 |
| Burundi | 60.6 | 65.2 |
| Central African Republic | 50.8 | 48.6 |
| Comoros | 0.0 | 18.6 |
| Congo | 0.0 | 90.0 |
| Côte d'Ivoire | 85.9 | 82.2 |
| Democratic Republic of the Congo | 87.8 | 0.0 |
| Equatorial Guinea | 15.7 | 15.0 |
| Gambia | 18.4 | 17.8 |
| Ghana | 204.6 | 175.8 |
| Lesotho | 0.0 | 78.3 |
| Malawi | 40.5 | 25.2 |
| Niger | 75.7 | 72.4 |
| Nigeria | 83.3 | 83.3 |
| Seychelles | 8.2 | 8.0 |
| Sierra Leone | 54.2 | 54.2 |
| South Africa | 70.0 * | 70.0 * |
| Togo | 127.9 | 122.3 |
| United Republic of Tanzania | 175.4 | 175.4 |
| **Total Africa region** | **1,193.3** | **1,235.1** |
| **ARAB STATES** | | |
| Algeria | 42.1 | 42.1 |
| Bahrain | 67.0 | 67.0 |
| Kuwait | 59.0 | 58.6 |
| Lebanon | 0.0 | 424.0 |
| Libyan Arab Jamahiriya | 139.7 | 135.5 |
| Qatar | 67.3 | 67.3 |
| Saudi Arabia | 280.1 | 280.1 |
| Sudan | 44.8 | 44.8 |
| Tunisia | 71.5 | 76.6 |
| United Arab Emirates | 106.5 | 106.7 |
| **Total Arab States region** | **878.0** | **1,302.7** |
| **ASIA and the PACIFIC** | | |
| Bhutan | 8.9 | 8.0 |
| India | 0.0 | 320.0 |
| Indonesia | 354.9 | 155.8 |
| Iran, Islamic Republic of | 447.4 | 0.0 |
| Lao People's Democratic Republic | 0.0 | 32.1 |
| Malaysia | 32.1 | 101.3 |
| Maldives | 121.5 | 0.0 |
| Philippines | 185.8 | 190.7 |
| Republic of Korea | 64.4 | 41.5 |
| Sri Lanka | 113.1 | 105.0 |
| Viet Nam | 131.4 | 117.1 |
| **Total Asia and the Pacific region** | **1,459.5** | **1,071.5** |

## Table 3 (continued)
## (Thousands of US dollars)

| Region/Country Office | 1997 | 1998 |
|---|---|---|
| LATIN AMERICA AND THE CARIBBEAN | | |
| Barbados | 96.7 | 96.7 |
| Chile | 339.2 | 316.6 |
| Cuba | 84.5 | 93.0 |
| Dominican Republic | 183.3 | 227.0 |
| Guyana | 69.6 | 67.2 |
| Jamaica | 53.8 | 51.8 |
| Panama | 40.0 | 40.0 |
| Paraguay | 50.0 | 39.8 |
| Uruguay | 10.5 | 40.0 |
| **Total Latin America and the Caribbean region** | **927.6** | **972.1** |
| EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES | | |
| Albania | 71.6 | 63.7 |
| Armenia | 41.0 | 45.1 |
| Azerbaijan | 72.6 | 72.6 |
| Belarus | 191.8 | 185.1 |
| Bulgaria | 64.8 | 68.4 |
| Cyprus | 55.2 | 52.4 |
| Estonia | 9.9 | 9.9 |
| Georgia | 43.3 | 178.0 |
| Kazakhstan | 0.0 | 529.1 |
| Kyrgyzstan | 59.4 | 65.3 |
| Latvia | 96.0 | 105.6 |
| Lithuania | 41.0 | 45.1 |
| Poland | 232.2 | 232.2 |
| Republic of Moldova | 118.5 | 118.5 |
| Romania | 70.3 | 70.3 |
| Tajikistan | 0.0 | 15.0 |
| Turkmenistan | 135.6 | 135.6 |
| Ukraine | 274.2 | 301.6 |
| Uzbekistan | 0.0 | 219.5 |
| **Total EUROPE and the CIS region** | **1,577.4** | **2,513.0** |
| **GRAND TOTAL** | **6,035.8** | **7,094.4** |

* Amounts reflect initial estimates for South Africa's "in-kind" contributions which had not been registered but will be considered for 1999 GLOC calculations.

Source: Based on information provided by country offices to Office of Budget, BPRM/UNDP

April 30, 1999

# Annex

## EXECUTIVE BOARD OF UNDP AND UNFPA
## SECOND REGULAR SESSION 1999
## FIRST FUNDING MEETING

### Statement by President

1. The President of the Executive Board opened the meeting, noting that a new chapter in the history of UNDP was beginning as the Executive Board convened its first funding meeting. During the present session, the Board would consider funding statements on UNDP only since UNFPA was in an earlier stage in its development of a funding strategy.

2. Executive Board decision 98/23 on a UNDP funding strategy had designated the second regular session, beginning in 1999, as a time when all members of the Programme would announce their voluntary core contributions to UNDP. The announcements were to include a firm funding commitment for the current year, and for those in a position to do so, a firm contribution or indication of the contribution for the following year, and a firm or tentative contribution for the third year. Members would also indicate payment schedules for the current year.

3. The Executive Board had reaffirmed the preparations for the funding meeting in its decision 99/1 on the multi-year funding framework (MYFF) and had requested all States members of UNDP to communicate their voluntary core contributions, in writing, to the secretariat by the beginning of April at the latest to facilitate efficient preparation of the funding meeting. The communications from members of UNDP were reflected in document DP/1999/CRP.6, which had been distributed to the Board.

4. The Executive Board was undertaking the funding meeting without having the MYFF fully in place. In its decision 98/23, the Board had requested UNDP to develop such a framework, and it was expected that a draft of the framework would be reviewed by the Board at its third regular session 1999. That meant that the Board was operating at the present session on something of an experimental basis, a factor that should be taken into account since the proceedings of the current session would be analysed for lessons learned.

5. For the day's proceedings, the President hoped that there would be a real dialogue of substance regarding the funding issue, including the rationale for increases or decreases in contributions. It was desirable to evolve beyond the format of the pledging conferences held in the context of the General Assembly. Enhanced dialogue on funding would better enable the Executive Board to get a clearer picture of exactly how to go about building and ensuring a stronger UNDP, one that would provide exemplary service to programme countries. Statements would thus be limited to three minutes and longer written statements could be distributed upon request.

### Statement by the Administrator

6. The Administrator welcomed the Executive Board to the first funding meeting for UNDP, noting that it was part of the continuing manifestation of a new partnership begun the previous year. It was the next step on the path to

re-establishing adequate, predictable, and sustainable core funding levels for the organization. The dialogue, open to all members of the Programme, was taking place in the context of the Board's decisions 98/23 and 99/1 on funding, landmark decisions that represented a vote of confidence in UNDP. In adopting them, the Board had taken ownership of rebuilding the financial base of UNDP up to an annual level of $1.1 billion. In response, UNDP had committed itself to establishing an integrated system that would provide clearer and more comprehensive information on results as a means to generate the funding required to support its activities.

7. The main trends in the core funding situation of UNDP were outlined in document DP/1999/CRP.6. In terms of volume, the latest estimate was that total core resources for 1999, expressed in United States dollars, would be approximately $738 million, close to the income level of 1998. The strong dollar continued to be a key factor in the core resource situation. The impact of 1999 pledges in local currencies would be much higher if present exchange rates against the dollar were more favourable. For example, if the exchange rates of April 1997 were applied to the estimated contributions of 1999, the United States dollar equivalent would be $786 million, an increase of 4.7 per cent over 1998. The exchange rate situation underlined the crucial importance of being able to lock in the value of local currency pledges by making fuller use of hedge instruments in foreign exchange markets. That was a further reason to establish early and firm schedules of payments based on multi-year pledges.

8. He noted, in terms of reaching the target of $1.1 billion in core contributions, that for the first time in seven years, it was currently estimated that as many as 12 donors who were members of the Organisation for Economic Co-operation and Development (OECD)/Development Assistance Committee (DAC) were set to increase their contributions in local currencies in 1999 as compared with the previous year. While a number of programme countries had yet to confirm their 1999 pledges to core resources, so far eight had indicated increased contributions. Six OECD/DAC countries and 23 programme countries had confirmed that they would maintain their 1998 level of core pledges in local currency in 1999. Revised tables reflecting the discussions would be issued on 16 April.

9. In terms of enhancing predictability, 13 contributing countries had indicated multi-year pledges, 12 of them for both 2000 and 2001. Most multi-year indications were at least at the same level as in 1999, if not higher.

10. With regard to burden-sharing, a key issue to be discussed at the present meeting, the Administrator noted that there was still more to be achieved. Ten of the top donors to UNDP still accounted for 85 per cent of total core funds for 1999. The situation was further compounded by the fact that per capita contributions to UNDP core resources varied significantly from one donor to another.

11. The Administrator gave the Executive Board an update on the developments relating to the MYFF. The approach to results-based management was making steady, real and impressive progress. He had communicated with all resident representatives and, through them, to the national authorities of programme countries, outlining the core issues and the follow-up actions required by UNDP as a consequence of decisions 98/23 and 99/1. There had been a tremendous

collective effort at UNDP headquarters and by pilot country offices to introduce the strategic results framework (SRF) that would serve as a basis for capturing UNDP performance. The new instrument had been put through a rigorous process of country-level testing and validation to ensure that it stood up as a practical, operational and useful tool. The SRFs had been introduced to country offices during early March through a series of regional workshops and UNDP was now fully mobilized in all regions. By early June, all UNDP country offices would have completed the SRF exercise that would feed into preparation of the draft MYFF in time for the third regular session 1999.

12. In response to the concerns of some delegations, the Administrator noted that UNDP was determined to avoid the overloading of country offices with new systems and tools and would even eliminate some of the existing tools that the SRF could replace.

13. To sum up, the Administrator stated that he had highlighted the key issues relating to UNDP funding as volume, predictability, and overdependence on several donors. He had also emphasized that UNDP was mobilizing itself to put a comprehensive system for reporting results in place. UNDP was now at a crossroads. There was shared responsibility through a partnership and compact with the Executive Board for the financial health of the organization. It was a responsibility owned by the Board and all members of the Programme. The opportunity must be seized to return the critical core base back to one of growth. The funding meeting presented an opportunity to discuss openly with one another the trends he had outlined. It was essential that all parties, together, use the opportunity to secure the financial future of UNDP.

### Presentation by Director of Division for Resource Mobilization

14. The Director of the Division for Resource Mobilization, Bureau for Resources and External Affairs, gave a presentation on the findings contained in document DP/1999/CRP.6. He highlighted the areas of process, trends in volume, predictability, the importance of reducing dependence on a limited number of donors and took a look to the future. Copies of the information provided in his presentation were distributed to the Executive Board. The revised tables of contributions, reflecting statements made during the funding meeting, would be made available on 16 April.

### Ministerial statements

15. The Minister of Planning of Benin noted the recent regional meeting of UNDP resident representatives held in Benin. His country was appreciative of the programmes of UNDP and its activities in sustainable development. He extended his gratitude to the Administrator and the new Associate Administrator. UNDP, of all the organizations, allowed Africa hope for genuine recovery despite the fact that it was a continent threatened by marginalization. The emphasis of UNDP on the human factor was of utmost importance, in particular because the organization focused on the grass-roots community. In order to fulfil its mission, including through work with the specialized agencies, UNDP needed resources. The new partnership regarding funding had created a climate of solidarity, in which UNDP had refined its objectives. UNDP must thus be strengthened through increased and predictable funding as a catalyst for development and as a champion of efficiency.

16. The Minister in Charge of Economic Development of Burkina Faso congratulated UNDP for its work. He emphasized the need for UNDP to have a predictable resource base to enable financial security in the organization. His country was enjoying economic growth yet was still vulnerable to economic downturns. A contribution to the core budget of UNDP of $50,000 would be made for 1999.

17. The Minister of Planning of Chad explained that the economic and environmental conditions in his country were not positive at the present time. Socio-economic indicators were also not favourable despite the potential provided by the country's natural resources. UNDP provided good assistance to his country. Chad would contribute $40,000 in core contributions, and $100,000 in government local office costs (GLOC).

18. The Minister of State, Office of the President of Kenya, underlined the positive cooperation of his country with UNDP in supporting the national development objectives and priorities of Kenya's National Development Plan and other planning instruments. He noted that UNDP had continued to support Kenya even when other bilateral and multilateral development partners had frozen their support. UNDP support had been particularly instrumental in the areas of poverty eradication, environment and natural resources management, education, and in combating HIV/AIDS. His delegation was concerned about the declining level of core resources available to UNDP and called on donors to increase substantially their allocations to the organization. Every effort would be made to provide and maintain the level of local cost contribution to UNDP. The contribution of Kenya would be announced once the normal budgetary process was completed.

19. The Minister of Finance, Economy and Planning of Senegal stated that his delegation was participating at the ministerial level to show appreciation for the work of UNDP. The organization had made significant contributions to poverty eradication and the strengthening of good governance in his country. His delegation was particularly concerned about the high levels of debt servicing that characterized some of the world's poorest countries and he hoped that members of the Group of Seven would work for continued debt-relief measures. He conveyed the offer of Senegal to host a meeting of the Executive Board at some point in the future. His country would contribute $20,000 to core resources in 1999 - 10 times more than in 1998 - and $280,000 in GLOC.

### Statements by delegations

20. The Under-Secretary for International Cooperation, Ministry of Foreign Affairs of Argentina, praised the role of the Executive Board and UNDP in supporting net contributor countries. In particular, the approach that enabled a gradual move to net contributor status with consideration of the various incomes and levels of development of programme countries was welcomed. His delegation would like to see an increase in the allocation of core resources for the Latin America and the Caribbean region, with criteria such as levels of poverty, populations living in extreme poverty, housing and education levels that would reflect the varying levels of poverty within regions in countries. Programme countries in the region had increased the amount of resources available through cost-sharing, a mechanism that had played an important and complementary role in supplementing the core budgets. Argentina would contribute $500,000 to the core budget of UNDP and $800,000 in GLOC in 1999.

21. The representative of Australia underlined his delegation's support for the MYFF and satisfaction with the implementation of the new funding strategy to date. The pledging meeting was a first step in the implementation of the MYFF. He noted that in table 1 of document DP/1999/CRP.6, Australia's payment for 1997 had not come in time to be reflected for that year, thus highlighting the need for donors to make regular and timely payments. His delegation anticipated that the MYFF would provide a set of indicators to monitor progress in its programme and measurement of impact, thus allowing for UNDP and programme countries to draw on quantifiable measurements and lessons learned. UNDP faced the challenge of its role in the continued implementation of the Secretary-General's Track Two reforms. Australia would continue to monitor the leadership role of UNDP in the United Nations Development Group and in the resident coordinator system. There remained concern that UNDP must concentrate on where it had a real impact on development, given its limited resources.

22. The Deputy Director for Multilateral Development Cooperation of Austria announced that her Government's contribution to UNDP would be maintained at the same level for 1999-2001 with payments made on a fixed schedule. UNDP was at a turning point and provided a good contribution to global development. It was hoped that the results-based system would benefit the organization.

23. The Director of Multilateral Aid, Ministry for Development Cooperation of Belgium, confirmed his Government's contribution of 464 million Belgian francs to UNDP, an amount that reflected an increase over that of 1998. He looked forward to a discussion on non-core funding of UNDP at the annual session. Belgium supported the principle of multi-year funding but was unable to announce its contributions for future years at that time. His delegation supported the enhanced focus of UNDP on areas where it held a comparative advantage and looked forward to the reporting on results at future sessions.

24. The representative of Brazil noted that his country had graduated to net contributor status in January 1999. That fact had not reduced Brazil's interest and support for cooperation with UNDP. His country had one of the largest UNDP programmes, financed through cost-sharing, amounting to some $250 million, a factor that confirmed the importance given to UNDP activities. Brazil supported the MYFF, an important tool to catalyze resources and strengthen the role of UNDP in programme countries. Owing to Brazil's financial crisis and reduction of government budgets, discussions were still under way and his Government was unable so far to announce its contribution to UNDP core resources.

25. The representative of Bulgaria announced an increase of nine per cent in local currency in his Government's contribution to the UNDP core budget, as compared with 1998. GLOC would also be increased. At the current time, his delegation could not announce pledges for 2000 and 2001.

26. The Permanent Representative of Burundi expressed his country's gratitude for efforts of UNDP in poverty eradication and announced a core contribution of $10,000 for 1999.

27. The Director-General of the Multilateral Programme Branch, Canadian International Development Agency, Canada, announced that his country's core contribution for 1999 would be at the same level as that for 1998 in local currency terms with the full payment to be made by early April. The level of contribution would remain the same for 2000 and 2001. Canada's 1999 budget

allowed for a provisional increase for international organizations in 2000 for the first time in 10 years. As the MYFF developed, it was hoped that more positive funding results could be provided. Canada's maintenance of its contribution was concrete evidence of its commitment to the MYFF and to UNDP.

28. The Deputy Permanent Representative of China thanked UNDP for its able leadership and noted the assistance provided to his country by the organization. The representative announced that China would provide $3 million in core contribution to UNDP and $302,297 in GLOC for 1999. His Government would also contribute to the United Nations Volunteers (UNV), the United Nations Capital Development Fund (UNCDF), the United Nations Development Fund for Women (UNIFEM) and the United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE). He emphasized that the principles of neutrality, universality and multilateralism on which UNDP was based must not be compromised. Like other programme countries, China placed much importance on UNDP. It was hoped that all donors would join forces to reach the target for core contributions to UNDP. He noted that China provided government cost-sharing of some $10 million per year.

29. The Permanent Representative of the Czech Republic expressed his country's concern about the decline in UNDP core resources in recent years. He noted that an important governance project in the Eastern and Central European region on democracy, governance and participation had been postponed owing to lack of funding, a factor that had led his Government to support the project directly through re-directing part of its 1999 core contribution to UNDP. The resultant decrease of the Czech Republic's contribution in 1999 was also due to exchange rate fluctuations. While a decrease was announced for 1999, the Czech Republic would increase its contributions to UNDP core resources for the years 2000 and 2001. Payment for 1999 would be made by the end of April.

30. The representative of Denmark stated that his intervention would be brief. He thanked the secretariat for preparing document DP/1999/CRP.6. The paper reported a 1.7 per cent decline in 1999 pledges compared to contributions received in 1998. That meant that UNDP would be at two thirds of the $1.1 billion target. As for the Danish contribution, he could not at that point confirm the figure of 575 million Danish kroner reported by UNDP in document DP/1999/CRP.6. The figure was, as stated in the conference room paper, "UNDP's best estimate". For the time being, the size of Denmark's contribution as reported in document DP/1999/CRP.6 must be described as the best-case scenario. The UNDP paper concluded on an optimistic note, stating that "by the end of the year, the recent downward trend should have stopped". That was an expression of hope and unfortunately not an expression of fact. The Government of Denmark fully shared that hope. The representative of Denmark's authorities most sincerely hoped that they would soon have all the necessary elements to reach a positive decision on the Danish contributions for 1999, 2000, and 2001. He thanked the President.

31. The Permanent Representative of Ethiopia underlined the uncertainty for programme countries created by the shortfall in UNDP funding. The situation in those countries became more critical as they dealt with the challenges presented by globalization. As a programme country, Ethiopia would do as much as possible to support UNDP and commended those donors that had increased their contributions. UNDP was a unique development organization whose continued

services, reliant on the bedrock of core funding, were needed, especially for the least developed countries.

32. The Deputy Permanent Representative of Finland announced a contribution to UNDP core resources in 1999 of 65 million Finnish Markka ($11.7 million), an increase of 5 per cent over 1998 in local currency terms. The increase was in appreciation for the development of the MYFF. In addition to the core contribution, Finland would also contribute to UNIFEM and the Office to Combat Desertification and Drought (UNSO), at the same levels as in 1998. Payments would be made by the end of April 1999. His Government could not yet make multi-year pledges.

33. The Deputy Permanent Representative of France confirmed that his Government would contribute 100 million French francs (15.25 million euros) to UNDP core resources in 1999. He noted that it was the first time in five years that France had increased its contribution to UNDP and that it was a substantial increase. The payment would be made in full by the end of April 1999. The motivation for the increased contribution and the early payment was clear, as his delegation wished to confirm its support for the new UNDP funding strategy. The MYFF, in particular, demonstrated the major potential for enhancing UNDP performance and transparency of action. The strategy would build the confidence of members of UNDP and provide a means to generate financial resources. It was important to note that the funding meeting was only one stage in the new process that would be completed with the introduction of the MYFF in September 1999. That would be a decisive stage because the quality of the MYFF would affect the capacity of his Government to mobilize resources. Future contributions from his Government would depend on budgetary capacity and the future decisions on the MYFF. The future of UNDP rested on the capacity to create conditions of true political support, enabling the mobilization of resources for its activities. More than ever, it was necessary to explain to various audiences that links would be made between security and stability on the one hand, and economic and social development on the other. In that context, the role of UNDP, at a time of reform in both bilateral and multilateral aid organizations, must be clearly defined. He noted that France had begun a broad assessment of its development assistance, an exercise that had already led to large-scale reforms. A similar assessment of the relationship between France and multilateral organizations was currently under way. In May 1999, there would be a colloquium in the French Parliament on the subject, with the opportunity for UNDP to submit information on its actions and unique role among multilateral development agencies.

34. The Head of Department, Federal Ministry of Economic Cooperation and Development of Germany, stated that his Government would continue to pay its contribution in four equal installments per calendar year. Owing to the change in government, determination of the 1999 budget process in Germany would be concluded only by 1 June. In the meantime, he could announce that, subject to parliamentary approval, Germany would contribute 75 million deutsche mark to the UNDP core budget in 1999. Despite the uncertainty of its contribution, his Government had tried to avoid any impact on the predictability of funding and had paid as much as possible of its planned contribution on schedule, with payments to be adjusted upon finalization of the budgetary process. Germany could not yet indicate its contributions for 2000 and 2001.

35. The Director of the Multilateral International Economic Relations Division of the Ministry of Finance of Ghana noted that the new funding strategy was the

first effort to reverse the downward trend in funding of UNDP with the goal of placing core resources on a predictable basis. He noted that Ghana would increase its contribution to UNDP in 2000 by 25 per cent over its 1999 contribution and in 2001 by 20 per cent over its 2000 contribution. Ghana reaffirmed its commitment to meeting its GLOC payments in full. Donors would need to do more to achieve the funding target set by the Executive Board. The Administrator would be requested to consider ways to address the shortfalls that would affect low-income and least developed countries. The Director noted that in recent years the Board had increased its demands on UNDP, both at headquarters and at the country level, a factor that affected government staff in programme countries as well. Ghana proposed that a table of commitments be made available at the third regular session of each year so that the Board would receive confirmation that the funds pledged at the second regular session had been received.

36. The representative of Guatemala supported the need to strengthen UNDP financially and commended the effort to place UNDP finances on a multi-year basis. Guatemala believed the developed countries should finance UNDP and was concerned about the limited number of donors. Her country's contribution took account of three elements: solidarity with least developed countries, contribution to GLOC, and cost-sharing.

37. The representative of India confirmed his Government's contribution of $4.5 million, a figure that included GLOC payments, for the year 1999; India intended to contribute the same amount for 2000 and 2001. He noted that India's contribution was higher than a few major OECD/DAC donors and represented 17 per cent of contributions to the core budget of UNDP by non-DAC donors. His delegation praised those countries that had increased their contributions to UNDP, in particular programme countries, and hoped that the downward trend in core funding would soon end. It should now be possible to implement Executive Board decision 98/23 and meet the target of $1.1 billion in annual core contributions to UNDP. His delegation hoped that future sessions would examine the nature and causes of shortfalls and include decisions by the Executive Board on the most effective means to redress them.

38. The representative of the Islamic Republic of Iran stated that putting resources on a sustainable and predictable basis has been a difficult exercise. His delegation hoped that traditional donors would increase their contributions to UNDP. Owing to the decline in commodity prices, in particular oil prices, his Government would maintain its contribution in local currency terms at the 1998 level, an amount of 450 million Iranian rials.

39. The Permanent Representative of Ireland to the United Nations announced a 10 per cent increase in his Government's core contribution to UNDP in 1999, already paid in full, an amount that would be maintained in 2000 and 2001. The contribution represented his country's commitment to multilateralism and to UNDP, an organization that was at the forefront of reform. He noted that if the previous year's exchange rate had been used, then there would have been an increase of 1.2 per cent in overall UNDP core resources. The increases by 12 of the OECD/DAC donors and eight programme countries represented faith in the organization. It was hoped that others would join them in increased contributions later in the year. He underlined that the Executive Board and UNDP, now at the beginning of a process, must redouble their efforts. He

requested that in the future more information be presented on per capita contributions by Governments to UNDP.

40. The Deputy Permanent Representative of Italy announced an increase in his country's core contribution to UNDP and to UNFPA for 1999. For UNDP, the voluntary contribution would be 22 billion lire, an approximate 15 per cent increase over 1998, and for UNFPA the contribution would be 6 billion lire, an increase of approximately 150 per cent over 1998. Commitments for 2000 and 2001 could not yet be confirmed, but it was likely that Italy would maintain its contribution at the 1999 level. A voluntary contribution of 5.8 billion lire would be made to UNIFEM, an increase of 5.4 billion lire as compared with 1998. The Government of Italy had strengthened its commitment to the United Nations development cooperation activity as part of an overall policy of significantly increasing its official development assistance for 1999. With regard to UNDP, Italy expected further efforts to broaden the donor base through greater involvement with the private sector.

41. The Assistant Director for Multilateral Cooperation, Economic Cooperation Bureau, Ministry of Foreign Affairs of Japan, stated that his Government had been implementing a new development strategy that emphasized partnership and government ownership. His Government appreciated cooperation with UNDP, in particular in Africa and through the Second Tokyo International Conference on African Development (TICAD II) process. Japan was committed to supporting UNDP as the manager of the resident coordinator system, the chair of the United Nations Development Group, and in its role of leading the coordination of United Nations development activities at the country level through the United Nations Development Assistance Framework. Japan would contribute $80 million in 1999, a slight increase as compared with 1998. While he could not yet announce pledges for future years, he noted that his Government would make every effort to ensure a secure contribution to UNDP in 2000 and 2001.

42. The representative of Jordan announced a contribution of 191,000 Jordanian dinars (approximately $265,000) to UNDP for 1999. In addition, a contribution of 225,000 Jordanian dinars (approximately $300,000) would be paid in GLOC.

43. The Permanent Representative of Lesotho expressed appreciation for the role of the United Nations in promoting development, in particular for least developed countries. An early indication of pledges for its 1999-2000 financial year was 26,000 maloti ($4,500) to the core budget, 360,000 maloti in GLOC and 106,508 maloti in local contribution (a total of 466,508 maloti in local costs, which in dollar terms was $77,750). The pledged amounts for 1999 were firm for 2000 and 2001, with the hope of an increase if possible. In the future, Lesotho would express its core contributions in dollar terms.

44. The representative of the Netherlands informed the Executive Board that his Government was currently re-orienting its official development assistance with a view to greater geographical and thematic concentration and more efficient implementation of programmes. He noted that multilateral aid had the potential of becoming more efficient and effective than bilateral aid. His Government was pleased with the shift to results-based budgeting in UNDP and looked forward to the finalization of the MYFF, which would give a basis on which to learn and evaluate. The MYFF reflected a new partnership within the Board. However, he noted that dependence on a few donors was detrimental to the organization's funding situation. UNDP had demonstrated positive cooperation

with the World Bank and was to be commended for its efforts to achieve maximum complementarity. However, recent developments such as the International Development Association (IDA) 12 replenishment and the Comprehensive Development Framework represented major challenges. Other mechanisms, such as the Global Trust Fund, should be treated with a certain amount of caution and examined for added value. The Netherlands was in the process of assessing the performance of UNDP, in particular at the country level. Until that exercise was completed and discussed with the Administrator, his Government could not maintain its 1998 levels of contribution to core and non-core resources, a total of $126 million. For 1999, the Netherlands would contribute $75 million to the core budget in 12 monthly installments, an amount that would still account for 10 per cent of the UNDP core budget. The Netherlands might decide to raise its contribution to its 1998 level by the end of the year, depending, first, on the outcome of its assessment of UNDP performance in cooperation with the Bretton Woods institutions and other United Nations partners, and second, on UNDP performance and coordination at the country level. Pending the outcome of its assessment, likely by the end of the summer, the Netherlands could not pledge for subsequent years but hoped to be able to do so by the end of the year since it subscribed to the idea of multi-year funding. The Government of the Netherlands had a political commitment to a target of 0.8 per cent of gross national product to Official Development Assistance.

45. The Permanent Representative of Norway stated that his country had traditionally been a strong supporter of the United Nations. It had seen a role and a need for the system but in recent years also a necessity of reforming it, to ensure its continued relevance. Despite reforms undertaken, financing of development continued to be an issue of concern, as the reforms agreed on were not sufficiently extensive. In UNDP, however, there had been progress, as evidenced by the funding meeting. The current year could be seen as a transition year since the MYFF had not yet been completely established. The funding of UNDP needed to be safeguarded to enable the organization to carry out its mandate of creating conditions for sustainable human development. Norway's contribution was contained in document DP/1999/CRP.6. He noted that in 1998, Norway's share of the total core contributions to UNDP stood at just below 10 per cent and firm payment schedules had been followed. The current year's pledge would be maintained at approximately the same amount for the years 2000 and 2001, subject to parliamentary approval. His delegation was concerned about the issue of reliance on a small number of donors and hoped that once the MYFF was in place, under-performing donors would increase their contributions.

46. The Joint Secretary of the Economic Affairs Division, Ministry of Finance of Pakistan, in noting the longstanding partnership between her country and UNDP, stated that the strength of UNDP lay in its constant endeavours to achieve sustainable development in line with country-driven priorities. The activities and programmes in Pakistan were highly relevant to the country's development priorities. The strong shift to national ownership through national execution as a UNDP modality was a welcome step. Moreover, the work of UNDP in supporting the United Nations system as a whole was also very valuable. Pakistan thus reaffirmed its support for UNDP, both moral and financial. While the MYFF was likely to yield results, Pakistan was deeply concerned about the present trend of declining contributions to UNDP core resources. The voluntary contribution of Pakistan to UNDP core resources in 1999 would be 24.40 million Pakistan rupees, the same amount as paid in 1998. It would be available in the first week of May 1999. Pakistan was considering raising its voluntary contribution

by 10 per cent in the fiscal year 1999-2000. In addition, Pakistan had decided to donate an area of land at the current value of $1 million for the United Nations House in Islamabad. Pakistan's contribution to GLOC had been 11.035 Pakistan rupees for the years 1997 through 1999.

47. The Director-General, Department of International Economic Cooperation, Ministry of Foreign Affairs of Paraguay, expressed concern about the recent decline in UNDP core resources, a trend that must be reversed. Overdependence on a few donors was a risk. Paraguay would continue to contribute to the core budget of UNDP with timely payments. National efforts to support the MYFF had been increased.

48. The Permanent Representative of Peru underlined the usefulness of UNDP activities in his country, efforts that had helped to strengthen economic and social reforms in Peru and that could be utilized as models for other countries. He commended the work of the Executive Board, in particular the creation of the new funding system that would provide a more transparent and dynamic dialogue and greater predictability in resource flows. Peru would contribute $500,000 to the core budget of UNDP in 1999.

49. The representative of the Philippines confirmed his Government's contribution of approximately $500,000 to UNDP for 1999. He noted that while many programme countries had increased in their contributions to UNDP, his delegation believed that major donors should make the real difference in increasing funding to UNDP. Enhancing the core resources of UNDP depended on many factors, including efficiency at the country level as well as a recommitment by members of the Programme to support the organization.

50. The representative of Poland underlined her country's strong support of operational activities in the United Nations. Poland had established a "know-how" fund to channel development assistance and experience-sharing to other countries with economies in transition. She noted that the UNDP office in Poland had an important role, in particular in capacity-building for European integration, social security reform and social and economic development in the region of upper Silesia. Poland would contribute 1.5 million zlotys ($400,000) to the core budget of UNDP in 1999, and $200,000 in GLOC. Steady increases had been made in Poland's contribution to UNDP since 1997.

51. The representative of Portugal praised the contributions of UNDP and UNFPA in poverty eradication. Her delegation noted the unique role played by UNDP thanks to its development objectives and technical expertise. Portugal had made modest but steady increases to the core budget of UNDP in recent years and would contribute $1.6 million in 1999.

52. The representative of the Republic of Korea noted that the figures presented to the Executive Board in document DP/1999/CRP.6 might not have met the full expectations of the Board but there were positive signs. His delegation stressed that the success of the MYFF lay in the linkage between results and funding. For 1999, he announced a contribution of $2.25 million to be made by the end of June 1999. His Government would do its utmost to increase its contribution in 2000 and 2001.

53. The Deputy Permanent Representative of the Russian Federation praised the changes in the funding system of United Nations operational activities, noting

the greater focus and rationalization of programmes in the United Nations, UNDP, and UNFPA. Despite a complex situation in the Russian Federation relating to the recent global economic crisis, his Government wished to support UNDP by maintaining in 1999-2001 the same level of contribution as that in 1998. The figures would, however, depend on the outcome of discussions on the national budget and were subject to confirmation.

54. The representative of Spain informed the Executive Board that his delegation was unable to make a formal statement on his Government's contribution to UNDP. Nevertheless, he underlined that the new funding process had been welcomed by his Government and a special unit had been created to handle contributions to all United Nations funds and programmes under the multi-year funding system. By the following year, all United Nations funds and programmes would have information as of the first month of every fiscal year on the amounts to be contributed and funds would be dispersed according to a fixed timetable. His delegation gave an indicative pledge of $5.25 million to UNDP for 1999.

55. The Deputy Director-General, Ministry of Foreign Affairs of Sweden, emphasized that the funding process was still at the beginning stage since other parts of the MYFF were not yet in place. The present session was an initial step that would hopefully reverse the negative trend in core funding as well as set a path for a steady increase in resources to meet the target of $1.1 billion in core funding per annum. The process in developing the MYFF was impressive with true participation at both headquarters and the country level. In that regard, Sweden supported the greater involvement of the Executive Board and other members of the Programme through the participation in a serious dialogue not only at the third regular session 1999 but also among capitals as the process advanced. Sweden would be a very active partner in that dialogue. It was regrettable that so few donors could announce multi-year pledges and also that some contributions had decreased in dollar terms. However, it was encouraging that 12 OECD/DAC donors had increased their contributions for 1999. Sweden had increased its contribution (490 Swedish kronor/$60 million) by more than four per cent for 1999 yet it was recorded as a decrease of one per cent in dollar terms owing to currency fluctuations, a factor also affecting its 1997 and 1998 contributions. Sweden intended to contribute the same amount in 2000 and 2001, subject to parliamentary approval. The decision in September on the first MYFF would help to increase and stabilize the resource situation. If the downward trend was broken, then an important first step had been taken. The momentum must be maintained without complacency.

56. The representative of Switzerland informed the Executive Board that his Government had maintained its contribution to UNDP core resources in recent years at 56 million Swiss francs. It had not been easy to maintain support for the contribution while other major donors had decreased their funding. In that regard, he noted that Switzerland had supported a disproportionate share of the UNDP core contributions if an analysis were done according to gross national product/capita. Specific contributions to the strengthening of the resident coordinator system and to country-level activities had also been made by his Government. The contribution of Switzerland for 1999 would be announced in a few weeks. He could not rule out a decrease in his country's contribution. Switzerland was of the view that better burden-sharing among donors was required and his delegation hoped that the reversal in the downward trend of UNDP financing would be realized. If better balance among donor contribution was not

seen, it would then be necessary for the Board to give further thought to the future role of UNDP.

57. The representative of Thailand expressed his delegation's hope that the target of $1.1 billion in core contributions would be met. Exchange rate fluctuations, beyond control, had a strong bearing on the actual amount of resources available for development activities. Programme countries had demonstrated their commitment to UNDP through their contributions, despite economic difficulties. In 1999, Thailand would contribute $665,000 to the core budget of UNDP and 15.5 million baht in GLOC, representing an increase in contribution as compared with 1998. His delegation underlined the need for large donors to do more to demonstrate their commitment to development, in accordance with their ability, allowing a lessening of the burden on programme countries.

58. The Permanent Representative of Turkmenistan expressed her country's gratitude to UNDP and UNFPA and announced a core contribution to UNDP of $3,000.

59. The Deputy Director of the United Nations and Commonwealth Division, Department of International Development, United Kingdom, stated that his Government was fully committed to playing an active and major role in UNDP and UNFPA, and to further development of its relationship with those agencies that had a key role in poverty elimination and sustainable development. The Deputy Director thanked UNDP for the information it had provided to the meeting and noted the several examples contained in the paper relating to both the positive and the less positive signals seen in the initial process of the new funding strategy. The voluntary contribution of the United Kingdom for 1999 would be 35 million pounds sterling, an increase by over 16 per cent compared to 1998. The commitment would in future be for rolling, three-year periods, thus demonstrating commitment to the long-term development programmes of UNDP. The United Kingdom would offer a multi-year base of 35 million pounds sterling for the years 2000 and 2001, amounting to a total commitment of 105 million pounds sterling for 1999-2001 (approximately $170 million). Supplementary funding would be carefully targeted. The firm and long-term commitment to UNDP emanated from the confidence held in the organization, support for integrated, results-based budgeting and commitment to improvement of country-level coordination, and support to building partnerships, such as those with the Bretton Woods institutions. The United Kingdom would look to successive results-oriented annual reports as one of the key bases for setting future levels of support to the core budget of UNDP. In particular, his delegation would look for improved assessment of the organization's performance and impact, contributions to poverty eradication and to other key United Nations goals and targets, cooperation in moving the Secretary-General's wider reform agenda ahead, and contribution to improving the coherence of the United Nation system as a whole, in pursuit of international development.

60. The Deputy Permanent Secretary of the Ministry of Finance, United Republic of Tanzania, emphasized the importance of the neutrality and impartiality of UNDP. A stable resource situation must be restored so that UNDP could carry out its beneficial activities, in particular in fighting HIV/AIDS and in creating sustainable livelihoods. His country's core contribution for 1999 (of $50,718) represented a major increase in dollar terms. In addition, his country would pay its outstanding GLOC payments in 1999.

61. The Deputy Permanent Representative of the United States expressed her Government's commitment to UNDP, whose work complemented that of bilateral donors. UNDP was a powerful force in capacity-building. The United States would increase its contribution in 1999 to $100 million. While the amount of pledges for 2000 and 2001 could not yet be confirmed, she noted that the budget for 2000 included a request for $80 million in core contributions to UNDP. The decrease was not a reflection of decreased confidence in the organization. She underscored the positive regard of her Government for the multi-year funding framework being set up by UNDP and stated that related reporting requirements should not place an undue burden at the country level. Conversion to a results-based approach in UNDP could be frustrating at times, she noted, but it was imperative to have that approach in order to attract resources. It was especially important that the results-based approach be supported at the country level.

62. The Deputy Permanent Representative of Viet Nam to the United Nations welcomed and supported the measures taken to ensure the resource base of UNDP. His delegation hoped that all donors would increase their contributions to the organization, thus restoring growth and predictability. Although economic conditions in Asia had been difficult in recent years, Viet Nam had decided to increase its 1999 core contribution to UNDP by 8 per cent.

## Responses by delegations

63. The President opened the floor for any delegations that wished to make further comments or to respond to comments made during the discussion.

64. The representative of France underlined that the Executive Board was at the beginning of a process that was aimed at stabilizing the core resource situation of UNDP and reaching the objective of $1.1 billion in core contributions. His delegation welcomed the increased contributions from programme countries and recognized the presence of many African ministers at the meeting. He emphasized that donors must look to the future and try collectively to reach the goal set by the Board. To reach that objective, each donor must assume its own responsibility and try to increase their contribution or at least maintain it. He noted the great dependence on a small number of donors. However, of 21 major donors, it was noted that 18 were increasing their contributions, a very positive trend.

65. The Deputy Director-General, Ministry of Foreign Affairs of Sweden, stated that the meeting was a good start in the process of the new funding strategy and there was reason for cautious optimism. There had been a very positive response from programme countries and a growing sense of partnership as well as sense of common responsibility for UNDP. The Executive Board could thus build on the sense of partnership emanating from the discussion of the organization's resources for the first time in its history. It was hoped that the multi-year funding framework would provide a sound basis on which to deepen the discussion at next year's funding meeting.

66. The Deputy Director of the United Nations and Commonwealth Division, Department of International Development of the United Kingdom, stated that he was encouraged by the outcome of the first funding meeting. It had demonstrated a real sense of partnership. The pledges of funding support to UNDP and other expressions of commitment gave a strong vote of confidence to the staff and to

the Administrator. In that regard, the Administrator and staff of UNDP deserved to be congratulated for their preparations for the meeting. The United Kingdom looked forward to the continued work in the Board of the multi-year funding framework process, including further positive dialogue as exemplified at the current meeting.

## Concluding remarks

67. The Administrator expressed his genuine appreciation for the funding commitments made and the positive comments about UNDP as well as the spirit of partnership seen at the meeting. There was cause for optimism, seen in the first tentative steps taken together in the current transitional year. As the Executive Board and UNDP moved forward with a results-oriented framework, members of UNDP should also move forward to secure a funding basis for the organization in order to achieve the $1.1 billion target. UNDP continued to depend on the Board's leadership to implement the decisions taken on the new funding strategy. He noted that declining levels of Official Development Assistance (ODA) seemed to be in reversal. He urged countries that were not increasing ODA to consider increasing the proportion of ODA going to UNDP. The major donor countries must carry a larger share of contributions if UNDP was to meet the Board's target. For its part, UNDP would do everything to make it possible to meet the target by fulfilling its obligations within the MYFF process.

68. The Administrator noted that programme countries had demonstrated great commitment at the present meeting and many OECD/DAC donors had made significant commitments for the current and future years. Programme countries had stated that UNDP was producing results already. He hoped that their vote of confidence inspired the Executive Board as it did the secretariat. He expressed his gratitude to the work of the secretariat in preparing the meeting and to the Board for its guidance. While some optimism could be felt, there was still a way to go. He counted on the Board to work with UNDP to move to the $1.1 billion target. He recognized the proposal by Sweden for an intense dialogue on the funding process and asked the Board to work with UNDP to bring the dialogue to the parliamentary and ministerial levels, where commitments could be gained. In conclusion, while it was a huge challenge, there was some cause for optimism if all cooperated closely.

69. The President noted the large number of participants and the high-level representation at the first funding meeting of the Executive Board. He also recognized the ministers and ambassadors who had come to express their support for UNDP. Many delegations demonstrated that a positive trend was emerging in that they had announced increases in their contributions to UNDP. Many Governments had also made a special effort to ensure predictability through multi-year pledges and early payment of contribution. He noted a renewed spirit of partnership among donor and programme countries as well as between members of the Programme and the UNDP secretariat. However, much more was required to achieve the target of $1.1 billion as well as fairer burden-sharing among donors. Today, there was optimism about the future of UNDP in view of the interest shown for increased and predictable funding for a reinforced UNDP. He extended his congratulations to the Administrator and to his staff for the intensive efforts made to reform and reorganize UNDP. It was now an

organization that responded more effectively to the needs of programme countries and focused its activities where it was most effective and most needed.

Note: See chapter IX, paragraph 132 on UNFPA resource mobilization for some additional pledges made to UNFPA.

## Part three

## ANNUAL SESSION

Held at United Nations Headquarters from
14 to 22 June 1999

## I. ORGANIZATIONAL MATTERS

1. The President, H. E. Mr. Asda Jayanama (Thailand), opened the meeting. He noted that the session was being held only two months after the special funding meeting that had taken place on 15 April. That meeting had underlined not only the very positive work of UNDP in many programme countries but also the need for a much more positive commitment to building up core resources by donors to UNDP. The increased support of many donor members of the Development Assistance Committee and programme countries was inspiring. The efforts of UNDP and UNFPA to increase on a continuing basis the efficiency and effectiveness of their operations was notable, and it was hoped that those efforts would be rewarded with renewed support to core contributions.

2. The President congratulated the Administrator-designate of UNDP, Mr. Mark Malloch Brown, on his appointment and looked forward to working with him when he began his term of office on 1 July.

3. He noted that since the second regular session, the Bureau had held three meetings, on 23 April, 25 May, and 14 June. Topics covered included the preparations for the annual session and informal meetings of the Executive Board held before and during the annual session, the second field visit to Bulgaria and Georgia, and preparations for the third regular session 1999, including the Board's work plan for 2000. On 26 April, at the invitation of the President of the Economic and Social Council, the Bureau of the Executive Board had met with the Bureau of the Council in a joint meeting, with the aim of enhancing the discussion on operational activities at the substantive session of the Council. That meeting had been part of a series of meetings held between the Bureau of the Council and the bureaux of the funds and programmes. Topics covered at that meeting included the coordination role of the Council, follow-up to the reports to the Council of UNDP and UNFPA, and the outcome of the second regular session, including the funding meeting.

4. He noted that meetings would begin on time and that delegations should limit their statements to the essential points in order to ensure a productive dialogue.

### Agenda and work plan

5. The Secretary of the Executive Board elaborated the elements contained in document DP/1999/L.3/Rev.1, which contained the provisional agenda, annotations, list of documents and work plan for the session. She noted that a typographical error was contained in the work plan with reference to the report of the Executive Director of UNFPA which was for 1998, not 1999 as shown. The documents for the session were all issued in the official languages and had been posted in advance copy on the Executive Board Secretariat website as available, most six weeks before the session.

6. A revised work plan had been distributed, and included the list of informal meetings. The informal meetings included: a briefing on UNDP activities in post-conflict situations in the Eastern and Central European and Commonwealth of Independent States region; briefings on UNDP assistance to the Indonesian elections and on the subregional Arab States workshop on human rights

and sustainable human development; a briefing on the UNDP book: Global Public Goods: International Cooperation in the 21st Century; a World Bank/UNDP briefing on development frameworks and trust funds; a dialogue with non-governmental organizations; and a presentation by the project team and UNDP Mali on the "multifunctional platform". A special event on "Developing the private sector in Africa: the role of UNDP" was scheduled for 18 June.

7. Information notes by UNDP on the follow-up to Hurricane Mitch and on Y2K compliance were available to Executive Board members. Financial highlights of UNDP were also available in anticipation of the review of the financial situation at the third regular session 1999.

8. The Secretary noted that the report of the second regular session 1999 (DP/1999/13) was not yet available in languages and therefore it was proposed that its formal adoption be postponed to the third regular session 1999.

9. The Executive Board approved the agenda and work plan for its annual session 1999 (DP/1999/L.3/Rev.1) as orally amended.

10. The Executive Board agreed to the following schedule of future sessions of the Executive Board in 1999 and 2000, subject to the approval of the Committee on Conferences:

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|---|---|
| Third regular session 1999: | 13-17 September 1999 |
| First regular session 2000: | 24-28 January 2000 |
| Second regular session 2000: | 3-7 April 2000 |
| Annual session 2000: | 13-23 June 2000 (Geneva) |
| Third regular session 2000: | 11-15 September 2000 |

11. One delegation, supported by another, raised the issue of the venue of the annual session 2000, stating that the benefits as well as the disadvantages of holding the meeting in Geneva versus New York should be examined. The speaker requested that the topic be addressed at the third regular session 1999. Some other delegations opposed raising the subject again, stating that it had already been discussed in the past. One speaker called for a cost analysis for both options. Others stated that it was a surprise that the issue had been raised at the present session without warning. Differing views were expressed on whether it was easier or more difficult for programme countries to be represented when the session was held in Geneva. The Executive Board took note of the comments made.

12. One delegation requested that the Executive Director report to the Executive Board at its third regular session 1999 on the status of the UNFPA operational reserve.

13. The Executive Board agreed to the subjects to be discussed at the third regular session 1999, as contained in the work plan in the annex to decision 99/14.

## Farewell to the Administrator

14. The Administrator expressed appreciation to his colleagues in the United

Nations Development Group (UNDG) and the Executive Board for their support during the six years of his tenure. He stated that he had learned a great deal and appreciated the passion he had witnessed with regard to development cooperation. He would miss the diversity of people and ideas in the Executive Board. He thanked everyone who had helped him to make his contribution as Administrator. He was inspired by the vitality of all those around the world who contributed to the activities of UNDP, including those whom he had met who lived in poverty-stricken conditions. The staff of UNDP were dedicated and selfless and worked in many different circumstances. He expressed his gratitude to the Executive Director of UNFPA as well as to those colleagues who had worked in connection with the Executive Board.

15. The Executive Director of UNFPA stated that it was a sad time for the United Nations to lose such a dedicated leader. He had been an innovator and he had led UNDP at a most difficult time because of the shrinking budget for official development assistance and the questioning of multilateralism. The Administrator had been a strong voice in the call for renewed support to development assistance. His innovations had been bold in making changes in the internal management of UNDP and in initiating more flexible programming arrangements. She noted that the commitment of the Administrator to the multi-year funding framework process had been unwavering and had helped to win the Executive Board support. She recognized Mr. Speth's leadership of the UNDG, his sense of humour and positive nature, and the important work that had been accomplished on operational issues at the country level. She counted on the Administrator to continue to speak on behalf of the need for development resources in his new capacity.

16. The Permanent Representative of Ireland, speaking on behalf of the Western Europe and Others group, called Mr. Speth a leader in United Nations reform and in support of multilateralism. Under his tenure, UNDP had been at the forefront of upholding the Secretary-General's reform package, with the United Nations Development Assistance Framework as the main cornerstone. Mr. Speth had placed national priorities at the forefront of UNDP activities and had created partnerships both inside and outside of the United Nations system. The Ambassador underlined the need for all to work together to uphold the new funding arrangements that had begun under the Administrator's time in office. In closing, he thanked Mr. Speth for his commitment to reform and for initiating progressive measures in UNDP management on which the next Administrator could build.

17. The Vice President of the Executive Board and representative of Ghana, on behalf of the African Group, cited the recognition and respect the Administrator had gained in programme countries. He noted the complete management change and sharpening of programme focus achieved under Mr. Speth's tenure. In that regard, he underlined that as UNDP was often held to standards of efficiency and effectiveness that were not applied to other organizations, it was a measure of the man that he had maintained the impact of the programme while keeping the staff inspired. The Administrator's advocacy on behalf of the poor and less privileged and his leadership within the United Nations would be sorely missed. It was hoped that in his new capacity, he would continue to have a role in furthering the causes that he had upheld during his tenure at UNDP.

18. The Vice President of the Executive Board and representative of the Czech Republic, on behalf of the Eastern European group, expressed appreciation for Mr. Speth's dedication. She noted that he had introduced the concept of sustainable human development and had made key changes during his tenure at UNDP. Mr. Speth had steered the organization with his substantive strategic vision and accumulated knowledge. One major achievement supported by the Administrator had been the production of national human development reports, through which the concept of sustainable human development was successfully disseminated. For countries in her region, Mr. Speth's tenure was very important because of the recognition of the specific status of countries with economies in transition. She expressed the gratitude of her group for his dedication and respect for equal treatment of individual regions.

19. The Permanent Representative of Antigua and Barbuda, on behalf of the Latin American and Caribbean group, cited the long history of support by UNDP to his region that had been particularly strong during the past six years. Under Mr. Speth's leadership, UNDP had continued to work closely with countries in his region, including those who had reached or were approaching graduation status. The period had also marked a major transition for many countries of his region in that they went from military to democratic rule. He cited the specific interventions made by UNDP under Mr. Speth's leadership on behalf of Central American and Caribbean countries. The Administrator had made unrelenting and tireless efforts to benefit the region and to place sustainable human development at the centre of the development agenda.

20. The President, the Permanent Representative of Thailand, speaking on behalf of the Asia and Pacific group, and also on behalf of the entire Board, extended best wishes for the Administrator's future success and happiness. In six years as Administrator, Mr. Speth had enhanced the quality of the work of UNDP and steered the organization toward greater achievement in defining and fulfilling its goals, priorities and focus. He noted with appreciation Mr. Speth's vision, innovations and efforts to strengthen UNDP and the organization's place in the United Nations system, through internal reform and strengthened partnerships. The Administrator's personal dedication to poverty eradication had won much admiration, in particular from those who had witnessed it first hand in their own regions and countries. The fight to create a better life for so many born in difficult and uncertain conditions all over the world was far from over but the Administrator had made a great contribution and would continue to uphold the principles he had instilled at UNDP.

21. The Executive Board adopted the following decision:

### 99/8. Expression of appreciation to Mr. James Gustave Speth, Administrator of the United Nations Development Programme, 1993-1999

*The Executive Board*,

*Noting* with regret that Mr. James Gustave Speth will depart from his position as Administrator of the United Nations Development Programme, effective 1 July 1999, _Acknowledging_ the unrelenting and tireless efforts of Mr. Speth to place the United Nations Development Programme at the centre of the promotion of sustainable human development and the progress made by the Programme in its crucial work on poverty eradication during his time as Administrator,

_Also acknowledging_ the efforts made by Mr. Speth, in support of multilateralism, to place the United Nations Development Programme at the forefront of reform and change in the United Nations system, to provide the organization with the tools to face future challenges and to forge partnerships with the full range of development actors so as to ensure a strengthened, effective and efficient role for the Programme in the operational activities of the United Nations,

1. _Expresses its sincere appreciation and gratitude_ to Mr. James Gustave Speth for his effective management of the United Nations Development Programme from 1993 to 1999;

2. _Extends its best wishes_ to Mr. James Gustave Speth and his family for a long and happy life and for continued success in all his future endeavours.

_15 June 1999_

22. The Administrator thanked the Executive Board for its comments and for the decision.

## _UNDP segment_

## II. ANNUAL REPORT OF THE ADMINISTRATOR

23. The Administrator introduced his annual report for 1998 (DP/1999/15), including the report on the reports of the Joint Inspection Unit (DP/1999/15/Add.1) and the statistical annex (DP/1999/15/Add.2). He noted that the annual report was a transition report, designed as a bridge between past practices and the new reporting system to be instituted under the multi-year funding framework (MYFF). The report provided highlights of achievements in the areas of resources, results, partnerships and organizational capacity as well as a look ahead to the challenges of the future. In his statement, the Administrator also took a look back to 1994, when he had first proposed an agenda for change to the Executive Board. In the subsequent years, the Executive Board had given UNDP a clear mandate to eradicate poverty through sustainable human development and to focus its work in four areas.

24. The transformation of UNDP was not yet complete, he noted. A challenge lay ahead in completing the results-oriented reform, ushered in by Executive Board decisions 98/23 and 99/1, enabling UNDP to become a powerful player in development cooperation in the next century. Partnerships must be strengthened, and the resources of UNDP must be commensurate with its responsibilities. It was essential that the funding level reach the $1.1 billion target per year very soon. The Administrator underlined the need for the Executive Board to commit

itself to UNDP and work with it in partnership to achieve the transformation. The Administrator stated that the proof of the labours in reforming UNDP would be seen in lives that were transformed, the half of humanity that lived on less than two dollars a day. He would continue to follow the work of UNDP from his new position as Dean of the Yale University School of Forestry and Environmental Sciences. UNDP would be in the capable hands of its new Administrator, Mr. Mark Malloch Brown, and its Associate Administrator, Mr. Zéphirin Diabré. He was sure that the staff of UNDP would continue to serve with dedication and commitment to strengthen UNDP as the premier development organization in the world and that the members of the Executive Board would continue to support UNDP and guide the organization as it completed its transformation.

25. The Associate Administrator gave a presentation on resource and programme trends in UNDP. The information provided covered core and non-core contributions, expenditures on programme activities, trust funds, focus areas, and funding allocation by region, including cost-sharing.

26. The Assistant Administrator and Director of the Bureau for Development Policy introduced the review of the global cooperation framework (DP/1999/CRP.7). The report had been produced in response to Executive Board decision 97/29 and to the comments made at the third regular session 1997. It contained a review of the global programme approved for 1997-2000 with an allocation of $126 million and drew inter alia on the findings of a forward-looking assessment of the Global Cooperation Framework undertaken by a group of independent consultants. Lessons to be applied to the subsequent programme (2001-2004) were included in the review. The contributions of various donors to the activities within the global programme were acknowledged.

27. Speakers thanked the Administrator for his report and congratulated him for his achievements during six years in office. Many noted the substantial reforms that had taken place within UNDP as well as in United Nations development cooperation activities. The Administrator, as head of UNDP and as chair of the United Nations Development Group, had made a great contribution to the reform of United Nations development activities. Several speakers welcomed the appointment of Mr. Malloch Brown, who would take up his duties on 1 July 1999.

28. Most of the delegations taking the floor praised the annual report for its excellent organization and thoroughness and as a progressive step toward the new results-oriented annual report (ROAR), which would be instituted in 2000 in connection with the MYFF. Some delegations encouraged UNDP to avoid listing activities. One delegation suggested that the timing of sessions should be examined in order to ensure adequate time for in-depth discussions on the MYFF and the ROAR.

29. The need to reach the target set by the Executive Board of $1.1 billion per year in core resources was underlined by many speakers. In that regard, the new funding system must be implemented with shared responsibility for funding, including increased burden-sharing among major donors. The representative of Switzerland confirmed his country's 1999 contribution to core resources as 52 million Swiss francs.

30. The deep support for UNDP expressed by many programme countries at the funding meeting at the second regular session was highlighted. Several delegations noted that the universal, grant nature of UNDP contributions should not be sacrificed. It was noted that national priorities continued to be the key determinants of UNDP development cooperation.

31. While welcoming the information on non-core resources provided by the Associate Administrator, several speakers called for further discussion and assurance that future ROARs would cover activities funded by both core and non-core resources. One delegation stated that an increase in non-core resources should be seen as a positive sign of partnership with UNDP. Another delegation stated that the exponential growth in non-core resources had the potential of distorting the priorities of the organization. Others emphasized the need to ensure that non-core resources were utilized in accordance with Executive Board-endorsed guidelines. Some concern was raised about the decentralization of resource mobilization for cost-sharing to the resident representative, who had many other duties and should not become a 'salesperson' for additional funds.

32. One delegation noted the lack of reference to the follow-up to Executive Board decision 98/1 on narrowing the focus of UNDP interventions and the guiding principles that were endorsed in that decision. The delegation was surprised that the recent publication "UNDP in the 1990s - The Story of a Transformation" did not mention decision 98/1. Several speakers emphasized the need for further focus in UNDP programme activities in order to maintain effectiveness and efficiency. The need for UNDP to continue to develop as a learning organization, with a culture of evaluation and lessons learned at all levels, was underlined by many speakers. Impact on individuals at the local level must be demonstrated, some speakers urged.

33. Several delegations highlighted the need for UNDP to publicize its results in order to achieve wider public support. One delegation saw a dual role for UNDP: providing support to programme countries and those with economies in transition to help to strengthen institutions and dialogue with civil society; and secondly, as the pivot for coordination at the country level.

34. While some speakers singled out UNDP activities in governance and human rights as praiseworthy, a few others cautioned that such involvement might, in some cases, impact on the trust the organization enjoyed as a neutral partner. Evaluations on governance activities should be made available to the Board. One delegation stated that the most positive contribution UNDP could make to the promotion and protection of human rights was in poverty eradication. Efforts to respond to specific problems in certain areas of the world were commended. Delegations singled out the usefulness of the Human Development Report and the national human development reports.

35. Several delegations requested a progress report on the subregional resource facilities (SURFs).

36. UNDP work in post-conflict countries was noted, in particular in de-mining activities and the resettlement of refugees and migrants. Some delegations suggested that the large number of countries obtaining funding from target for resource assignment from the core (TRAC) line 1.1.3 should be reviewed, as funding from that source had been intended for countries in special situations.

One delegation underlined the key role of UNDP in curative development, a characteristic that distinguished the organization from other partners in reconstruction and rehabilitation efforts in post-conflict countries.

37. One delegation was concerned about the low percentage attributed to gender in development programmes. Another delegation praised UNDP for its work with UNIFEM in raising awareness about violence against women. Another speaker requested information on how UNDP planned to mainstream gender and environment at the country level. One delegation raised a query about the implementation by UNDP of Agenda 21.

38. Many delegations urged UNDP to continue to develop and maintain strategic partnerships. One speaker underlined the growing importance of the role of UNDP in the follow-up to the Second Tokyo International Conference on African Development (TICAD II). Another delegation cited the good relationship between the UNDP Secretariat and the Executive Board. Some speakers underlined the need for enhanced cooperation with the regional commissions and development banks.

39. Several delegations highlighted the essential need for continued cooperation between UNDP and the World Bank, especially in relation to the United Nations Development Assistance Framework (UNDAF) and the Comprehensive Development Framework (CDF). A progress report on UNDP-World Bank relations was requested. Some delegations underlined the need for UNDP to have a firm niche in development activities in order to reduce the risk of being marginalized. One speaker noted that a total harmonization of the UNDAF and CDF should not be sought as the priorities of programme countries for loans and grants might differ.

40. The lack of reference to partnerships with the United Nations Office of Project Services and the Joint United Nations Programme on HIV/AIDS (UNAIDS) was noted.

41. With reference to document DP/1999/15/Add.2, one delegation questioned whether the expenditure on international experts was out of proportion with regard to national execution. It was hoped that the hiring of international experts would be undertaken in a manner that promoted South-South cooperation effectively.

Global cooperation framework

42. The increased focus of the global programme on poverty eradication and the transparency of findings of the forward-looking assessment were welcomed by several delegations. However, one speaker cautioned against the creation of another layer of projects through the global programme. The delegation also questioned whether UNDP had a comparative advantage in the area of debt relief, referred to in objective three in document DP/1999/CRP.7. Another speaker requested that reference to terms that had not been agreed to in global forums, such as "global public goods" and "human security", not be made in Executive Board documents. It was also noted that the Executive Board had not approved the core development services. The need for greater linkage between the global, regional, and country programmes was underlined by one delegation. The incorporation of the global programme in the MYFF was welcomed. Delegations

emphasized the need for wide consultation in preparation for the next global programme and demonstration of its added value.

Responses

43. The Administrator thanked the Executive Board for the comments made on the occasion of his departure. He welcomed the comments on the annual report and the anticipation of the MYFF and the ROAR in the coming years. In that regard, he confirmed that more information on the sources and use of non-core resources would be included in future reports. He underlined that UNDP would continue to emphasize development efforts in Africa, including through the follow-up to TICAD II and other regional processes. He noted that the Steering Committee for the Special Initiative on Africa had agreed to bring all regional efforts together to ensure complementarity. With regard to TRAC 1.1.3 for allocations to special development situations, he agreed that resources had been allocated too broadly and should in the future be focused on a smaller number of critical interventions. The Administrator expressed his enthusiasm for good governance programmes but cautioned that with the growth over the years, governance could become a catch-all category. He was disappointed in the lack of progress in gender in development and believed that the response could be a lot stronger. He stated that the partnership of UNDP with the World Bank would be strengthened under the new Administrator. In closing, he urged the Executive Board to demonstrate its support for the office of the Administrator in order to create a stronger UNDP.

44. The Assistant Administrator and Director of the Bureau for Planning and Resource Management informed the Executive Board that measures were in place to ensure that the best possible candidates were selected as resident coordinators. The new method included ensuring that the United Nations system had full confidence in the process. A two-day simulation exercise aimed at evaluating core competencies for resident coordinator candidates also contributed to the enhanced selection process. The pool of qualified candidates from within UNDP and from other organizations in the United Nations system for resident coordinator openings in 1999 and 2000 had been built up through three rounds of evaluation exercises. In response to a query raised on experts hired by UNDP, he noted that the use of national expertise had grown considerably in the past 10 years, that assignments were shorter and more targeted and that all project managers were nationally based. In response to another query regarding the possible negative effects of decentralized cost-sharing, the Assistant Administrator stated that UNDP had found the country-level knowledge and context to be essential for the mobilization of non-core resources. He noted that both headquarters and country offices were mobilized for fund-raising for core resources in relation to the MYFF. In that regard, it was important to have a strong partnership between headquarters and country offices in working together to raise funds for UNDP and its programmes. With regard to UNDP-World Bank relations, he drew attention to the informal briefing that would be held during the present session.

45. The Assistant Administrator and Director of the Bureau for Development Policy thanked the Executive Board for its comments on the global programme, which would further enhance the rationale of the global programme and the value added to the regional and country programmes. Consultations with the Board on

the next global programme were planned for the coming months in order to be sure that stakeholders views were taken into account. Lessons learned from the study of how other multilateral and bilateral agencies developed their global programmes would be taken into account in the design of the next phase. In response to a query raised, she noted that gender mainstreaming had resulted in the seemingly low percentage of projects devoted to gender in development. Many programmes had multidimensional aspects and it was therefore difficult to capture the real statistics in that area. She noted the multitude of sources of information available to the Board regarding UNDP work in the area of gender, including the electronic newsletter Gender Beat. Progress was also under way in the mainstreaming of environment in UNDP programmes. The Assistant Administrator noted that six SURFS had been set up and were operational, with all the posts filled.

46. The Assistant Administrator and Director of the Regional Bureau for Africa responded to queries raised regarding the Africa region. She noted that the study on poverty and inequality in South Africa could be replicated in other middle-income countries that had the relevant in-country institutions and the political will of the Government. The national long-term perspective studies (NLTPS) were one of the tools used by the Regional Bureau for Africa to encourage long-term management and capacity-building. The lessons learned from the first phase of the NLTPS included: (a) that the long-term vision must be connected with mid-term economic frameworks; and (b) a vacuum existed in terms of national institutions that could provide strategic management. In order to address the second finding, 13 national institutions had been identified for strengthening as nodes on strategic issues. She also drew the attention of the Executive Board to the agreement on basic principles for the Partnership for Capacity Building in Africa (PACT), which had been reached recently between the World Bank, UNDP and the African Development Bank. The PACT was managed by the African Capacity-Building Foundation, based in Zimbabwe.

47. The Executive Board took note of the annual report of the Administrator for 1998 (DP/1999/15), the report on the reports of the Joint Inspection Unit (DP/1999/15/Add.1), the statistical annex (DP/1999/15/Add.2), and the review of the global cooperation framework (DP/1999/CRP.7).

## III. UNITED NATIONS REFORM

48. The Administrator introduced the report on follow-up to United Nations reform (DP/1999/16). He underscored the considerable work achieved by the United Nations Development Group (UNDG) in support of the Secretary-General's reform package and for the enhancement of the quality of the response of UNDP to the needs expressed by the international community in the areas of poverty and inequality, globalization and marginalization, armed conflicts, epidemics, and environment degradation. He pointed out that UNDP had had a leading role in helping to shape and implement the Secretary-General's reform programme.

49. He stated that UNDG was an operational and transparent tool whose workplan was regularly updated. He addressed special thanks to the heads of UNFPA, UNICEF and WFP for their support to him as Chair and for their decisive contributions to the UNDG outputs.

50. The Administrator presented his own vision of the development work of the United Nations in the year 2005 touching on the areas of coordination at the country level, linkage with peace and humanitarian work, funding and programming.

51. The Administrator emphasised that a substantial increase in official development assistance was essential to realising that vision. He recalled his proposals made at the 1999 High-level Meeting of the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC). First, all stakeholders should agree to participate in pilot coordination aid exercises in selected countries. Those exercises would take place at a 'big table' led by the Government. Second, all stakeholders should come together in selected countries to compare and reduce multiple requirements and procedures for the benefit of those countries. Third, all stakeholders should come together to identify and reduce inconsistent procedures and other barriers to undertaking joint or collaborative programme initiatives. Fourth, all stakeholders should identify one major "flagship" programme for which they would adopt common procedures and a form of joint initiative at the country level. Fifth, all development assistance partners should make a commitment to the common country assessment on a pilot basis. Sixth, the round table and consultative group processes should be re-examined to see if changes were needed. Seventh, the countries of the European Union should consider an exercise analogous to that of the United Nations Development Assistance Framework, leading possibly to a "European Union Development Assistance Framework" (EUDAF). The Administrator concluded by saying that he wished for his successor, Mr. Mark Malloch Brown, the same support from the Executive Board that he had received during his six years in office.

52. Many delegations commented favourably on the quality of the report and commended it for being analytical, concise and informative. One delegation stated that document DP/1999/16, combined with the report of the Administrator to the Economic and Social Council (DP/1999/10), presented at the second regular session 1999, provided the basis for substantive discussions and decision-making during the forthcoming session of the Council. One delegation proposed that the report be brought to the attention of the Security Council.

53. Several delegations reaffirmed the central role of UNDP at both headquarters and country levels in the area of coordination in the development field. Many speakers commended the work done by UNDG in 1998 and encouraged UNDP to continue to support and promote ongoing efforts to build bridges between UNDG and the rest of the United Nations system in the area of operational activities for development. That could be accomplished through the participation of UNDP in UNDG, the Administrative Committee on Coordination (ACC) and its machinery, and by direct support to the United Nations Development Group Office (DGO). A number of delegations recalled that coordination was the prerogative of the Government of the host country and acknowledged that substantial progress had been made by the United Nations in that area.

54. A number of delegations underscored the progress achieved in the resident coordinator selection process and encouraged UNDG to continue its work in that crucial area. One delegation, while expressing satisfaction for the work of UNDP and UNDG, underlined the importance of avoiding additional bureaucracy in

the area of coordination. Another delegation underscored the competition that still prevailed among United Nations agencies and programmes and the conflict caused by multiple rules and regulations that placed a heavy burden on national public administrations.

55. One speaker stated that it was too early to appraise the output of the work of the UNDG and that the results of the evaluation requested by the General Assembly in resolution 53/192 would have to be carefully analysed. Another speaker expressed his regrets that a clear reference to the UNDAF guidelines, which had been endorsed by ACC, had not been included in the report. One delegation expressed its concern about the double responsibility of UNDP resident representatives serving as resident coordinators and stated that the matter would have to be closely monitored by the Executive Board. More systematic training of staff was supported.

56. Several delegations shared the vision of the Administrator on the possibilities for the United Nations in the area of development in the year 2005. A number of delegations underlined the fact that the UNDAF process was related exclusively to the work of the United Nations. One delegation underscored that the suggestion of a "EUDAF" was not applicable as there was only one European agency responsible for development cooperation while in the United Nations there were many organizations working in the development field.

57. Another speaker stressed the importance of achieving a clear division of labour among the entities in the United Nations since there still existed some overlap in activities at the country level. Another delegation stated that UNDP could promote the right to development but its mandate did not include enforcing human rights instruments.

58. Several delegations expressed their concern about the continued decline in core resources, a factor that could jeopardize the partnership of the United Nations system with programme countries. A number of delegations stated that the annual pledging conference held in the General Assembly was no longer useful since many major donors were not in a position to pledge at that forum because of the timing of their budget cycles. The annual funding meeting held at the second regular session of the Executive Board was supported by several delegations as being more effective in terms of timing and venue. However, several delegations stated that the Executive Board was not in a position to decide on the future of the pledging conference mechanism, as it was an issue for the Economic and Social Council to consider and make recommendations to the General Assembly. One delegation suggested creating a mechanism of consultation on and monitoring of non-core resources, which now represented some two thirds of total UNDP resources.

59. Several delegations noted with satisfaction the efforts of UNDP and UNDG to cooperate with the World Bank and encouraged continued development of that relationship, in particular with regard to the UNDAF and the Comprehensive Development Framework (CDF). One delegation supported a role for the Executive Board in creating a genuine partnership between UNDP and the World Bank. It was necessary to keep in mind the different mandates and comparative advantages of the organizations while noting the complementary activity and equal status of each partner. For example, UNDP had a comparative advantage in medium and long-

term studies and in capacity-building in Africa and should continue with those activities. Speakers also recalled the decisive role of the Government of the host country in choosing among the different tools offered through development cooperation. Several delegations underlined that there was no competition per se between the CDF and UNDAF. A flexible approach had to be followed, based on the specific circumstances prevailing in each host country. Several delegations underscored the need to avoid conditionality in the CDF and UNDAF processes. Some speakers stated that it was too early to appraise those instruments. One delegation stressed the importance for UNDP to include activities in the private sector in development in its relationship with the World Bank.

60. Several delegations expressed their support for achievements in the area of disaster mitigation and encouraged further links between those activities and the mainstream capacity-building activities of UNDP. One delegation offered to assist countries with repetitive and frequent natural disasters with its own national expertise. Another delegation stated that it was important for the United Nations to continue to improve its response in the interim phase between emergencies and sustainable development. Another delegation suggested that core resources should be allocated to long-term recovery actions long after the occurrence of a natural disaster.

61. The Administrator thanked the delegations for their frank, substantive and constructive comments and questions. He requested DGO to provide the UNDG acting chair with a comprehensive written note addressing the main questions raised which could then be shared with the Executive Board. The Administrator stated that CDF and UNDAF were in the process of being implemented in selected countries as decided by their Governments. Those experiences would be closely monitored with a view to drawing lessons for the future.

62. The Administrator shared his concerns regarding the growth of World Bank trust funds in areas of grant technical cooperation. The Executive Board would need to monitor that issue and to support UNDP by ensuring internal coherence within their respective governments, notably between the Ministries of Finance and Foreign Affairs. In response to a query raised, the Administrator stated that the UNDAF would bring new impetus to the Tokyo International Conference on Africa (TICAD II) and the United Nations Special Initiative for Africa. The Administrator noted with satisfaction that in 2002, more than 90 per cent of core resources of UNDP would be allocated to countries with harmonized programming cycles. The Administrator stated that it was important to maintain a healthy diversity among the international actors of development.

63. The Associate Administrator stressed the fact that the contribution of UNDP to United Nations reform was an ongoing matter and that there would be plenty of formal and informal occasions to discuss and revisit the matter. UNDG was working in a very transparent manner and UNDP looked forward to the progressive participation of the entire United Nations system in the UNDAF. The comments of the delegations related to the pledging conference would be brought to the attention of the Economic and Social Council through the record of the current meeting. He underscored the fact that the relationship between the World Bank and UNDP were long-standing and that cooperation and dialogue between those two institutions had always taken place. UNDP would monitor closely the development of both the UNDAF and the CDF as well as the question of the grant

trust funds of the World Bank. He added that UNDP based its work on national ownership of its programmes, not on conditionality.

64. The Executive Board took note of the report on follow-up to United Nations reform (DP/1999/16).

## IV. EVALUATION

65. The Director of the Evaluation Office introduced the report of the Administrator on evaluation (DP/1999/17). He noted that during the past year, the concerns of monitoring and evaluation had been brought to the forefront of the UNDP processes of change and learning. By setting goals and establishing benchmarks and indicators to measure progress, the multi-year funding framework and strategic results framework exercise had integrated information with management and accountability in UNDP. In his introduction, the Director gave an overview of the work of the Office in results-based management, learning and knowledge dissemination, and substantive accountability. Three major evaluations had been completed in 1998: on the programme approach; and on assessments of governance projects in the regions of Latin America and the Caribbean and Arab States, respectively. Two strategic evaluations were currently under way: the role of UNDP in post-conflict situations and the relationship between UNDP and the United Nations Office for Project Services (UNOPS).

66. Many delegations welcomed the introduction by the Director and cited the excellent quality and informative nature of document DP/1999/17, noting the positive evolution of the annual report on evaluation. One speaker stated that the report was the most important document that the Executive Board was discussing during the week as it allowed for lessons learned to be incorporated into the work of UNDP.

67. The importance of evaluation in strengthening the ability of UNDP to demonstrate its achievements was underlined by several delegations. Evaluation served as an important link in the overall cycle of programme management and should be properly considered at the formulation stage.

68. Overall, speakers confirmed the three strategic directions of the Evaluation Office: supporting UNDP in becoming a results-oriented organisation; strengthening substantive accountability; and promoting organizational learning. Some delegations suggested that the Evaluation Office could also contribute to promoting transparency and that the organization could be more forthcoming with its planned evaluations as well as with the results of those evaluations. In that context, the stated intention of the Director to circulate evaluation plans was noted positively.

69. Many delegations commended the Evaluation Office for its technical leadership and substantive role in the development of the strategic results frameworks for UNDP and for providing support to the regional bureaux and country offices in the process. One delegation, in particular, recommended that the Office serve as the centre of excellence in UNDP on the results-based management approach and share its experience and lessons learned with bilateral

and multilateral donor institutions and programme countries. The specific work on methodologies relating to outcomes and indicators was welcomed by some delegations, with the suggestion that links be made the work of the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC) in that area. The definition and application of indicators in the field of governance was welcomed by several delegations. However, one speaker cautioned that individual efforts by organizations in that regard caused confusion and thus, governance indicators should be linked to national initiatives and in response to national requests.

70. Many delegations showed special interest in the Evaluation Office portfolio, citing that strategic and thematic evaluations were essential to results-based management. Support was expressed for the evaluations under way to assess UNDP interventions in post-conflict countries and on the relationship between UNDP and UNOPS. One delegation, on behalf of the Nordic countries, requested a briefing on the evaluation of the round-table and Consultative Group processes. Another delegation offered to share its experience of the country in relation to the evaluation of post-conflict situations. Some delegations called for reinforced emphasis on joint evaluations. The planned country impact assessments were welcomed as steps to strengthen the evaluation portfolio, and already, some delegations were keen to know which countries would be selected for those exercises.

71. Learning from evaluations and making maximum use of lessons learned was one of the paramount concerns articulated by most of the delegations. More attention should be given to analytical presentations of evaluation findings and to the synthesis of lessons learned (including good and bad experiences) that would feed into programmes and decision-making. Access to evaluation-based knowledge needed to be ensured.

72. Further improvements in compliance, despite those already noted, were requested by several delegations. A query was raised as to how managerial accountability was enforced, in particular through compacts signed by UNDP managers, with respect to compliance with mandatory evaluation policies. The preparation of country-level evaluation plans was considered as a useful tool for sharpening the management function.

73. Several delegations concurred that future reports should include plans for the completion of mid-term country programme reviews (now called country reviews) and a record of institutional compliance for the reviews. Inclusion of the global programme in the yearly report on evaluation was also requested.

74. The contribution of the Evaluation Office to the revision of monitoring and evaluation guidelines for the United Nations Development Assistance Framework (UNDAF) was noted.

Response.

75. The Director of the Evaluation Office responded to the comments and queries raised during the discussion. He noted that the updating of the guidelines for the UNDAF had been recommended by the UNDAF assessment team he had led in 1998. The revised guidelines were the product of close consultations

with members of the United Nations Inter-Agency Working Group on Evaluation chaired by UNDP. Acknowledging the concern of some delegations regarding indicators, the Director stressed that indicators did not explain results but rather were helpful in understanding issues better and in sharpening statements of planned results based on close consultations with the programme countries. He explained that a methodology for the country impact assessments would be developed in 1999. Based on that methodology, a short list of countries would be discussed with the regional bureaux and the final selection made.

76. The Director noted that independence of the evaluation function within UNDP was addressed at two levels. First, on the specific question concerning the institutional positioning of the Evaluation Office, the Director acknowledged the enormous support of the Executive Board and the Administrator in maintaining the independence of the Office. That status had enabled the Evaluation Office to scan the horizon with a more considered view and to select even the most sensitive issues for its evaluations. Second, on the way evaluations were conducted, the primary objective was to ensure that full value was given to issues. Evaluation teams, headed by individuals prominent in their fields, included consultants from the North and South who were thoroughly familiar with the development issues to be examined and knowledgeable in evaluation techniques. The Office did not impose its views on the evaluation teams but rather helped to clarify issues and validate facts.

77. The Director stated that all evaluation reports were now being posted on the Evaluation Office website. He agreed that there was a need to have a more focused look on lessons learned and that new knowledge products based on evaluations would be developed as an integral part of the overall learning process in the organization.

78. In response to the observation noted by one delegation that the number of evaluations conducted had decreased during the last few years, the Deputy Director of the Evaluation Office explained that the average size of UNDP-supported projects had increased from a budget of $1 million to $4 million. With no corresponding increase in the core resources of UNDP, the actual number of UNDP projects had then decreased, and consequently, the number of projects to be evaluated had also decreased. As to the decrease in the number of evaluation reports processed for the central evaluation database, he informed the Executive Board that the extraction of information from evaluation reports was the responsibility of the evaluation team. When that was not done, country offices responsible for the evaluation needed to hire someone to do it with the cost charged against their own budgets.

79. The Associate Administrator emphasized that evaluation was a principal tool for learning, and he expressed the view, as had most delegations, that lessons from experience - both good and bad - should be shared. He highlighted the need for a comprehensive knowledge management system in UNDP that would allow all units in the organization to be involved, connected and committed to learning from each other as a way of ensuring progress. The Associate Administrator underlined the commitment of UNDP to ensuring substantive accountability. The multi-year funding framework and the strategic results frameworks provided the opportunity to develop a results-driven accountability framework for all UNDP operations, including the global programme. Compliance

reporting would also include reporting on the mid-term reviews (country reviews) of the country cooperation frameworks, 11 of which had already begun. Follow-up on evaluation recommendations would be given emphasis to ensure that appropriate actions were taken by management.

80. The Executive Board took note of the report on evaluation (DP/1999/17).

## V. COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

### Assistance to Myanmar

81. The Assistant Administrator and Regional Director for Asia and the Pacific introduced the note by the Administrator on Assistance to Myanmar (DP/1999/18). The purpose of the note was to report to the Executive Board on the progress and challenges in the implementation of project activities of the Human Development Initiative (HDI) for Myanmar as called for in Board decision 98/14. In compliance with that decision, a three-member international mission carried out an independent review of the HDI in early 1999. The Assistant Administrator updated the Board on the status of HDI activities since June 1998. He noted that the 10 current projects of HDI (approved by the Board in decision 96/1) would be concluded in mid-1999. The 11 projects comprising HDI Phase III (mid-1999 to end 2001) had been approved by the Administrator in accordance with the guidelines provided in Board decisions 93/21 and 98/14.

82. The Assistant Administrator drew the attention of the Executive Board to the key findings and conclusions of strategic HDI issues reported by the 1999 HDI review mission as contained in chapter IV of document DP/1999/18. It was noted that HDI projects continued to be implemented in conformity with the relevant Governing Council and Board decisions. All 10 ongoing projects were performing satisfactorily with varying degrees of success and impacts of project activities now highly visible. In terms of the challenges faced by HDI, attention was drawn to the short time frame of two and a half years for HDI projects, coupled with the frequency of assessments and reviews. In addition, the unsustainability of HDI activities from an institutional sense, given their implementation modality at the grass-roots level, was noted, as was the significant contribution of HDI to human development. The limited resources for HDI were noted as inadequate to address the magnitude of humanitarian issues, particularly that of HIV/AIDS. Lack of access to villages could make a difference in the sustainability of HDI activities.

83. The Resident Representative in Myanmar gave his assessment of the human development challenges since taking up his duties in February 1999. He reiterated the significant progress of the HDI projects in addressing some of the basic humanitarian needs, promoting participatory processes and building local capacities. The Resident Representative reaffirmed the ongoing challenges faced by HDI projects at the operational level. He noted that UNDP, along with other United Nations organizations working in Myanmar, had taken some noteworthy initiatives, such as the preparation of a Social and Human Development Report for Myanmar in 1998, in an effort to address the paucity of development-related information. Other outputs included a detailed work plan in preparation for a common country assessment (CCA) and an integrated development programme for the

Northern Rakhine State, which would build on, and phase into, the current exercise led by the United Nations High Commissioner for Refugees for the returnees to that area. He highlighted the continued collaboration of UNDP with civil society organizations and the diplomatic missions in Myanmar. He concluded by requesting that the Executive Board consider the need for urgent co-financing of HDI activities to address the critical humanitarian needs in Myanmar.

84. Delegations praised the work of UNDP and expressed appreciation for the results achieved to date for sustainable human development. Delegations noted the constraints inherent in the mandate given to UNDP for grass-roots activities and the difficulties faced in project implementation. Several delegations mentioned that they had received reports from their embassies in Yangon that were complimentary of the work of UNDP. A number of delegations expressed concern for the increasing HIV/AIDS problem, the lack of village access linked to HDI activities, and the time-frame for HDI projects. One delegation recommended that the United Nations Capital Development Fund could be involved in increasing village access and expressed its willingness to provide support. Delegations urged continued collaboration with United Nations organizations and welcomed the preparation of a CCA. On the whole, delegations were most appreciative of UNDP efforts to maintain both formal and informal consultations on its activities in Myanmar. One delegation, speaking on behalf of the Nordic countries, mentioned that at a recent meeting of a Nordic diplomat with Daw Aung Suu Kyi, the General-Secretary of the National League for Democracy, she expressed her support for UNDP activities and its community-based approach.

85. Several delegations cited the proposed programme of development assistance for the Northern Rakhine State and supported mobilization of non-core resources for the new initiative for an integrated area-development programme. One delegation welcomed the implementation of micro-credit and income-generation activities by non-governmental organizations as an attempt by UNDP to alleviate poverty and, among other things, to mainstream gender issues.

86. All speakers expressed their full support for continued assistance by UNDP to Myanmar within the framework of the Human Development Initiative-Extension and to support a programme of development assistance in the Northern Rakhine State.

87. The Assistant Administrator stated that UNDP had taken note of the comments made. He thanked Executive Board members for their continued guidance and support of UNDP activities in Myanmar.

88. The Executive Board took note of the note of the Administrator on Assistance to Myanmar (DP/1999/18).

## VI. INFORMATION AND COMMUNICATION STRATEGY

89. The Associate Administrator introduced the report on the UNDP corporate communications and advocacy strategy (DP/1999/19). He noted that the strategy was still a work in progress. The report provided information on achievements in communications and advocacy since the introduction of the 1995 strategy, as

well as lessons learned and challenges and actions to be taken in the 10 priority areas identified by the Executive Board at its annual session 1998. He noted that UNDP was examining intensively how best to consolidate and build on the results of the 1995 strategy and also in the follow-up to decisions 95/23 and 99/1, which underscored the vital role of information and communication in relation to resource mobilization.

90. Information on results obtained through the multi-year funding framework (MYFF) exercise would provide important inputs for developing targeted messages on the results of UNDP work at the global, regional and country levels. The Board would be informed of the result of discussions on the organization's profile, expanded networking and partnership-building, the work of the Publications Committee and the 2000-2001 budget exercise.

91. The Director of the Division of Public Affairs gave a presentation with elaboration of the results achieved, lessons learned and specific actions to be taken with regard to the 10 action priority points. He noted in particular the progress achieved since 1995 in the interaction of senior UNDP officials with the media in both donor and programme countries. To facilitate interaction between UNDP staff and the media, a few key corporate messages would be developed so that the organization would be promoted more effectively. Results-based information would be obtained in order to strengthen the linkage with resource mobilization. Training and workshops were planned to enhance the skills of senior managers as better spokespersons. Plans were also under way to intensify efforts to promote the work of the organization within the United Nations system.

92. Delegations welcomed the progress in developing a UNDP communication and advocacy strategy for UNDP. The report represented a further step in development of the strategy that would be further elaborated at the first regular session 2000 and the annual session 2000. Several speakers praised the work of the UNDP Division of Public Affairs for its part in developing the strategy. The questions referred to in the presentation were very pertinent to the needs of UNDP. One delegation indicated its willingness to commit financial support to the implementation of the strategy once it was approved by the Executive Board.

93. Several speakers underlined the critical importance of communications and advocacy in relation to resource mobilization. For that reason, it was essential for UNDP to communicate its success stories and achievements. There was a clear linkage between the results-based approach of MYFF and the communications and advocacy strategy, elements that had to be integrated at all levels of the organization. A sharper profile of UNDP had also to be elaborated in order to send clear messages about the organization.

94. Many delegations underlined the need for resident representatives to have excellent communication skills and to receive training. One delegation suggested that a system-wide communication strategy could be useful given the many responsibilities of resident representatives/resident coordinators. Other speakers called for better communication between UNDP headquarters and country offices, and for greater cohesion of messages from headquarters units.

95. Targeting of messages and communication strategies was seen as very important. In that regard, the communication and advocacy strategy must be adapted to individual situations, countries and populations, including through close consultation with host countries. One delegation suggested that UNDP should have an individual strategy for each donor country in addition to a broad communications and advocacy strategy. Another delegation supported the targeting of messages about UNDP with a view to later enlarging the strategy to include development activities in the United Nations system. The same delegation underlined the need for the strategy to go beyond resource mobilization to promote sustainable human development and to provide analysis and information about activities in the development field.

96. Several speakers underlined the need for complete information on the budgetary implications of the strategy, as requested in Executive Board decision 98/15 and looked forward to discussion on that aspect at the third regular session 1999.

97. Comments on individual UNDP publications included appreciation for the *Human Development Report*, national human development reports, *Overcoming Human Poverty* and for *Global Public Goods: International Cooperation in the 21st Century*. Two delegations stated that the contents of the publication associated with the International Day for Poverty Eradication on celebrities was not appropriate for audiences in their countries. Overall streamlining of publications was strongly supported, as was the increasing use of the Internet. The Publications Committee was seen as a positive mechanism that would lead to overall improvements in UNDP publications. One delegation underlined the need for the results-oriented annual report (ROAR) to incorporate information on use of resources, including non-core resources. The speaker expressed gratitude to UNDP for its appointment of a Goodwill Ambassador from his country.

98. One delegation stated that partnerships with the private sector such as the "NetAid" initiative were needed, but UNDP must be sure to monitor closely the outcomes of such ventures.

99. One delegation expressed concern about the late issuance of Executive Board documentation in languages other than English.

100. The Associate Administrator assured the Executive Board that UNDP was committed to pluralism in its documentation. He thanked the Board for its comments that would aid UNDP in the further development of its communications and advocacy strategy and in particular, the delegation of Canada for its offer of financial support. The spirit of partnership exemplified at the present meeting was welcomed and he looked forward to the continued discussions on the topic at the first regular session 2000.

101. The Director of the Division of Public Affairs noted the steps taken by UNDP to target its messages to specific audiences, both in donor and programme countries. He agreed that complex concepts needed to be translated into simple messages to reach a wider audience. The Publications Committee had a very positive role in determining the cost-effective and meaningful use of publications. He noted that UNDP was using the Internet with increased frequency in order to relay messages quickly and efficiently.

102. The Executive Board adopted the following decision:

### 99/10. *UNDP corporate communication and advocacy strategy*

*The Executive Board*

1. *Takes note* of document DP/1999/19 submitted in response to decision 98/15 and also notes that elaboration of the UNDP corporate communication and advocacy strategy continues as work in progress;

2. *Welcomes* the efforts to date to enhance the visibility of UNDP and the results achieved to date in the promotion of a culture of communication and advocacy in UNDP;

3. *Also welcomes* the emphasis in the UNDP corporate communication and advocacy strategy on results and progress towards a clearer demonstration of the development achievements of UNDP;

4. *Requests* further elaboration of the results-based UNDP corporate communication and advocacy strategy to strengthen the linkage with the multi-year funding framework and to report on budgetary and staffing implications;

5. *Invites* the Administrator to report further in this regard, taking into account the results of the discussion on the multi-year funding framework, initially with an oral report at the first regular session 2000, to be followed by a substantive report and discussion at the annual session 2000.

*22 June 1999*

## VII. RESOURCE MOBILIZATION

103. The Assistant Administrator and Director of the Bureau for Planning and Resource Management introduced the interim report on the implications of the funding strategy for UNDP-associated funds and programmes (DP/1999/20). He noted that the United Nations Development Fund for Women (UNIFEM), the United Nations Capital Development Fund (UNCDF) and the United Nations Volunteers programme (UNV) had progressed in ensuring that their future programme and budget processes were in line with the new funding strategy.

104. He also gave a progress report on the development of the multi-year funding framework (MYFF). Since the second regular session 1999, there had been significant advancement in defining the strategic results frameworks (SRFs), with total compliance achieved for country offices and for the regional and global programmes. That reflected a good understanding of results-based management in UNDP and demonstrated a shift from input management. A core group was currently working on data analysis and the aggregation of preliminary results. The Administrator-designate had expressed his strong support for the exercise. Continued close consultation with the Executive Board was anticipated during the months ahead.

105. Delegations commented positively on the progress achieved and the application of the principles and methods of the new funding strategy to the UNDP-associated funds. One delegation singled out UNCDF, noting that the recent evaluation of the Fund's activities over three years was very positive and would form an excellent basis for its SRF. Another speaker called for all organizations to learn from one another in the funding strategy process.

106. One speaker, supported by another, cautioned against referring to the process as an "integrated results and resources framework", noting that the Executive Board, in its decision 98/23 had called for the development of a MYFF that "integrated programme objectives, resources, budget and outcomes, with the objective of increasing core resources". Another delegation underlined the reaffirmation in decision 98/23 to universality, neutrality and multilateralism. UNDP was encouraged to continue to hold close consultations with the Board as envisaged in its legislation.

107. One delegation requested that UNDP provide further information prior to the third regular session 1999 on the methodology of classifying activities by theme.

108. It was noted that the funding meeting at the second regular session 2000 would include pledges to the associated funds and programmes. However, one delegation pointed out that a decision on the future of the General Assembly pledging conference belonged to other competent forums.

109. The Assistant Administrator noted that the process of consultations would be intensified on both the MYFF for the third regular session 1999 and then the ROAR and the funding meeting for the second regular session 2000. In response to the query raised, he informed the Executive Board that UNDP had developed a set of definitions and classifications, including goals and sub-goals in connection with the instituting of results-based management. That information would be shared with the Board. Reporting on both results and resources used in thematic areas would take place in the context of the ROAR. It would also be possible to report results and resources spent within certain classifications, such as net contributor countries.

110. The Executive Board took note of the interim report on the funding strategy for UNDP-associated funds and programmes (DP/1999/20).

## VIII. TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES

111. The Associate Administrator introduced the report on technical cooperation among developing countries (TCDC) (DP/1999/21). He noted that the Executive Board had allocated 0.5 per cent of its core resources (approximately $15 million) for the programming period 1997-2000 to the Special Unit for TCDC. He was pleased with the Special Unit's good track record during the review period 1997-1998 and the important contributions to promoting South-South networking and sharing of successful practices to achieve sustainable human development. In addition, the work of the unit had helped to expand South-South policy dialogue and intellectual exchanges on key development issues, had enhanced South-South communications and Internet connectivity, and had

strengthening global support-base and multilateral system coordination for TCDC. The Associate Administrator briefed the Board on the report of the eleventh session of the High-level Committee on TCDC (DP/1999/L.12), which further documented the overall progress of TCDC during the same period. He pointed out that a number of emerging trends in TCDC offered new challenges and opportunities for a more robust agenda of South-South cooperation in the new millennium. The Associate Administrator concluded his remarks by reassuring the Board of the commitment of UNDP to the Secretary-General's reform effort to orient the work of the organization towards South-South cooperation.

112. There was broad agreement in the discussion that TCDC had, indeed, become a vibrant dimension of international development cooperation. It had enabled developing countries to assume primary responsibility for their own development and to participate more effectively in the global economy. Several speakers noted that the United Nations system had allocated approximately $100 million annually in support of TCDC activities, half of which came from UNDP. Some delegations stressed the urgent need to mainstream the TCDC modality as a practical and cost-effective programme delivery mechanism. Others believed that its potential could be fully realized if it were not treated as a separate element. In this connection, several delegations urged the full implementation of the revised guidelines for the review of policies and procedures concerning TCDC. Many others expressed satisfaction with the issuance of a corporate strategy on TCDC by the Administrator, requesting all resident representatives to accord "first consideration" to the use of TCDC in designing and implementing country cooperation frameworks.

113. Many delegations who took the floor recognized the unique, effective role played by the Special Unit in promoting and implementing TCDC and stressed the need to maintain its separate identity and to strengthen its financial and human capacities in order to enable it to carry out its General Assembly mandate effectively.

114. There was a wide recognition that while developing countries should shoulder the main responsibility for managing and financing TCDC, increased donor support remained essential for the furtherance of TCDC. In this connection, many delegations expressed appreciation for the additional financial contributions to TCDC by a number of donor countries, through either the South-South Trust Fund or triangular arrangements, and called for intensified efforts by the international community in that regard. Many delegations also stressed the need to increase resource allocation for TCDC in the next programming period. It was suggested that special attention be given to diversifying the TCDC funding base within the multi-year funding framework and the United Nations Development Assistance Framework.

115. A number of delegations asked about the role of the Special Unit in the initiative to prevent maternal mortality, the Micro-financing Africa (MicroFin Africa) project, the West African Rice Development Association (WARDA) programme, and in support to Small Island Developing Countries (SIDS). One delegation requested further information about the publication budget of the Unit. Several others proposed more incorporation of lessons learned and the views of donors on TCDC in future reports. Another delegation raised the issue of technical cooperation among transitional countries.

116. The Director of the Special Unit informed the Board that the role of the Unit in the above-mentioned initiatives had been catalytic and complementary in initiating the South-South process, with other partners playing more substantive roles. For example, UNFPA and the UNDP Bureau for Development Policy were substantively involved in a maternal mortality project; the United Nations Development Fund for Women and the United Nations Capital Development Fund in the MicroFin Africa project; the Japan International Cooperation Agency and the United States Agency for International Development in the WARDA programme; and the United Nations Department for Economic and Social Affairs and the Regional Bureau for Latin America and the Caribbean in the SIDS programme. He explained that publications accounted for only about five per cent of the total budget of the Unit and that the Internet was being increasingly used for distributing them to reduce costs. He agreed with the suggestion to reflect lessons learned and donors' views in future reporting. With regard to TCTC, he clarified that it was not considered as a separate modality since such cooperation was supported under the broad framework of TCDC.

117. The Director clarified that TCDC was a cross-cutting theme, similar to that of gender. Both the High-level Committee on TCDC and the General Assembly had given the term "mainstreaming" in relation to TCDC a very clear definition for the avoidance of any ambiguity and misinterpretation. He noted that the role of the Special Unit was comparable to that of UNIFEM in promoting gender mainstreaming in all programmes and activities of the United Nations system.

118. The Associate Administrator expressed his appreciation for the overwhelming support for TCDC and the Special Unit. He assured the Executive Board that top management did not interpret mainstreaming TCDC as the disappearance of the Special Unit. On the contrary, UNDP would do whatever necessary to strengthen further the leadership role in TCDC and the Special Unit within available resources.

119. The Executive Board adopted the following decision:

### 99/11. Technical cooperation among developing countries

The Executive Board

1. Takes note of the report of the Administrator on technical cooperation among developing countries (DP/1999/21);

2. Requests the Administrator to prepare a report to enable the Executive Board to respond, in an appropriate manner and in the context of the multi-year funding framework and the United Nations Development Assistance Framework processes when the budget is being discussed in 2000, to the General Assembly request set out in paragraph 43 of its resolution 53/192 of 15 December 1998, taking into account the mandate of the Special Unit for Technical Cooperation Among Developing Countries.

22 June 1999

## IX. UNITED NATIONS OFFICE FOR PROJECT SERVICES

### Annual report of the Executive Director

120. The Executive Director introduced his annual report on the activities of the United Nations Office for Project Services (UNOPS) in 1998 (DP/1999/22) and the statistical annex (DP/1999/22/Add.1). He noted that the report was based on the 1998 UNOPS business plan, a copy of which had been provided to the Executive Board at its third regular session 1998. In that regard, he reported on the increased financial performance in 1998 relative to the targets set in the business plan, further noting continued strong demand for services in the first six months of 1999. The Executive Director noted a decline in new projects funded by UNDP core resources and reported further progress on client diversification. He also gave four examples of new product offerings that were developed in 1998.

121. The Executive Director drew the attention of the Executive Board to the issue of delegation of authority on personnel matters, noting that the delegation, pending since the adoption of Executive Board decisions 94/12 and 94/32 that had established UNOPS, was a vital element in completing the procurement regime of UNOPS. Stating that the delegation of authority was of particular importance to further diversification in the provision of those services, he presented an overview of the impact and implications for UNDP and UNOPS of the delegation. He also reported that the United Nations Office of Legal Affairs had expressed an opinion supportive of the delegation.

122. Twenty-three delegations took the floor, each commenting favourably on the performance presented by UNOPS. While many delegations were of the opinion that a decision in favour of the delegation of authority to UNOPS for personnel contracts could be taken at the present session, several others stated that more time was needed to examine the issue, in particular with a view to ensuring that UNDP and other involved parties had been adequately consulted. Several speakers sought the reassurance that UNDP did not object to the delegation, expressing the wish that more evidence of cooperation and agreement had been presented. Three delegations emphasized that the success of UNOPS had demonstrated that the decisions taken in 1994 had been correct and there was a need to confirm it with further delegation of personnel authority. Four delegations welcomed the continued increase by UNOPS in recruiting personnel from developing countries in contracting services. One delegation suggested that UNOPS should make broader use of experts and consultants from countries with transitional economies, and that the Office's statistics should reflect such information. Four delegations emphasized that UNOPS must continue to diversify its client base.

123. The Associate Administrator, UNDP, urged that the issue of the delegation of personnel authority should not overshadow the considerable contributions that UNOPS has made. He stated that UNDP was generally satisfied with its collaboration with UNOPS and, more importantly, the countries using UNOPS services were happy. While observing that UNDP would have preferred to have been more closely involved in the discussion of the delegation of personnel authority prior to the Executive Board meeting, he indicated that UNDP recognized that the UNDP-UNOPS relationship would evolve and that UNDP did not oppose a decision being taken.

124. Stating that his office had not had time to study adequately the UNOPS proposals for the delegation of personnel authority, the Assistant Administrator for the Bureau for Planning and Resources Management, UNDP, indicated that UNDP supported such delegation in principle. He offered to engage with UNOPS in clarifying the modalities of the delegation and further offered assistance in resolving some pending issues relating to personnel contracts.

125. The Executive Director expressed his appreciation to the delegations and UNDP for their encouraging words. He strongly emphasized that the framework of the 1994 relationship between UNDP and UNOPS still stood, and that within this, UNOPS needed the delegation of personnel authority to be able to service new non-UNDP clients. The Executive Director responded to specific questions raised by delegations.

126. The Executive Board adopted the following decision:

### 99/12. UNOPS: Annual report of the Executive Director

The Executive Board

1. *Takes note* of the report of the Executive Director of the United Nations Office for Project Services (DP/1999/22 and Add.1), further noting that the Office continues to operate in accordance with the self-financing principle;

2. *Welcomes* the continued progress of the United Nations Office for Project Services in diversifying its client base and in increasing its level of services to United Nations agencies;

3. *Takes note* of the ongoing evaluation by the United Nations Development Programme of the relationship between the United Nations Office for Project Services and the United Nations Development Programme for presentation at the first regular session 2000 and requests the Administrator to ensure that the Office is fully consulted in this process in order to increase coordination and cooperation between the United Nations Office for Project Services and the United Nations Development Programme and invites the Executive Director and the Administrator to comment on the outcome;

4. *Recognizes* that changes in the current personnel regime for the United Nations Office for Project Services are necessary;

5. *Requests* the Executive Director of the United Nations Office for Project Services, in collaboration with the Administrator and in consultation with all interested parties on all relevant legal, budgetary, staff and policy implications, to present at the third regular session 1999 a detailed proposal on the responsibility of the Office in personnel matters, as envisioned in decisions 94/12 of 9 June 1994 and 94/32 of 10 October 1994 on the delegation of authority in the areas of personnel, with a view to taking a decision at that session.

*22 June 1999*

Report of the Executive Director on the Joint Inspection Unit Report

127. The Inspector, Joint Inspection Unit (JIU), introduced the report of the JIU entitled "United Nations Office for Project Services (UNOPS): Broader Engagement with United Nations System Organizations" (JIU/1998/REP/98/5-A/53/788), recalling the circumstances of the establishment of UNOPS in 1995. He said that clients of UNOPS valued its timeliness in delivery, its flexibility, quality, cost-effectiveness, risk management, impartiality, and competitiveness. He outlined the JIU recommendations addressed to UNOPS, United Nations organizations, the Executive Board and those that might have an impact on reform in the United Nations system. The Inspector was pleased to note that the comments of the Secretary-General and the Administrative Committee on Coordination (ACC) (A/53/788/Add.1) concurred with those of the JIU, particularly concerning the broadening of the partnership between UNOPS and other United Nations system organizations.

128. The Executive Director, noting that it was unusual for the JIU to issue a report on a single organization, expressed his gratitude to the JIU inspectors for their report. He reiterated that UNOPS, as stated in his report (DP/1999/25), was in agreement with the recommendations pertaining to UNOPS and reported that UNOPS was currently following up on six of them.

129. The Secretary, ACC, presented the note by the Secretary-General (A/53/788/Add.1) containing his remarks and those of ACC members on the JIU report. He highlighted the view expressed in the note that the Management Coordinating Committee (MCC) had been a flexible tool for management and continued to add value without increasing bureaucracy. He expressed his appreciation to the JIU for its contributions to the ongoing reform processes in the United Nations system.

130. The Associate Administrator, UNDP, observed that UNDP agreed with the conclusions put forward in document A/53/788/Add.1.

131. Five delegations took the floor to comment on the JIU report. The majority expressed the view that the agreements reached in 1994, on the basis of which UNOPS had been established, were basically sound and did not need to be reopened. At the same time, there was agreement that the Executive Board should give consideration to the overall issue of how it could improve its oversight of UNOPS. In the meantime, the prevailing view was that further study of the issue should be undertaken before taking decisions with regard to the roles of MCC and User's Advisory Group (UAG), and on the issue of whether a separate segment of Board deliberations should be assigned to UNOPS.

132. In his response, the JIU inspector emphasized that the main objective of the JIU report had been to broaden and increase the effectiveness of the partnership between UNOPS and other specialized agencies, for the benefit of programme countries. Distinguishing between the conclusions of the JIU and the ACABQ observations that were quoted in the report, he expressed the opinion of the JIU that the MCC had performed its initial function and that the time had come for UNOPS to be managerially self-sufficient. He noted that the UAG had only met once in five years, and that the JIU considered that the ACC machinery would better serve the purposes for which the UAG had originally been conceived.

133. Thanking the JIU for its report and the ACC Secretariat for its rapid production of the note of the Secretary-General, the Executive Director stated that the partnership between UNDP and UNOPS had proven effective. He strongly supported the notion that there was no need to return to the drawing board of five years earlier for a reexamination of the original principles. He clarified that the MCC was not a mechanism of the Executive Board but had been established at the initiative of the Secretary-General. He agreed with the findings of the JIU with regard to the UAG, noting that the Group's credibility had suffered from being chaired by an organization that was not itself an actual user of UNOPS services.

134. The Executive Board took note of the report of the Executive Director on the report of the Joint Inspection Unit (DP/1999/25).

Follow-up to recommendations of the report of the Board of Auditors

135. Introducing the report on the follow-up to recommendations of the report of the Board of Auditors (DP/1999/24), the Executive Director stated that the implementation of the recommendations contained in the report of the Board of Auditors was ongoing. He noted that UNOPS had responded by, inter alia, improving its procurement procedures and drawing up guidelines for new types of contracts such as special service agreements. He stated that the UNOPS annual report provided an update on the implementation of the Integrated Management Information System (IMIS) and Y2K compliance.

136. Two delegations took the floor to comment on the report, with one delegation expressing satisfaction with the work UNOPS had undertaken in its country, and emphasizing that it was prepared to give UNOPS the authority it might need, as outlined in the reports of UNOPS, JIU and the Board of Auditors. A second delegation posed four specific questions on the report of the Board of Auditors concerning SSA contracts, IMIS and the status of UNOPS financial activities in 1999, Y2K compliance, and its procedures in possible fraud situations.

137. The Executive Director responded to the specific questions raised on SSA contracts and the issue of fraud. He noted that the role of UNOPS in fraud examination was limited to preliminary investigations into fraud allegations and that the final decision as to the outcome and follow-up action was made under the purview of a specific machinery set up for this purpose within UNDP.

138. The Chief Information Officer, UNOPS, stated that IMIS release 3 was in full production and that implementation should be completed by the end of the second quarter of 1999. Noting that the UNOPS implementation of IMIS still depended on expenditure data gathered from UNDP country offices, he expressed concern about still unresolved problems in obtaining that data. He provided a brief overview of Y2K activities in UNOPS, explaining that a joint UNOPS-UNDP Y2K team has been set up to work on areas of common concern.

139. The Executive Board took note of the report of the Executive Director on follow-up to recommendations of the report of the Board of Auditors (DP/1999/24); and requested the Executive Director to provide the Executive Board at its annual session 2000 with an updated overview of the implementations

of the recommendations of the Board of Auditors.

## X. FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

140. The Assistant Administrator and Director, Bureau for Financial and Administrative Services, introduced the report on UNDP financial risk management; review of operational reserve (DP/1999/5/Rev.1), the report of the Advisory Committee on Administrative and Budgetary Questions on UNDP financial risk management; review of the operational reserve (DP/1999/26), and the conference room paper containing further clarifications by UNDP (DP/1999/CRP.9/Rev.1). She described the major elements covered by those reports, including the Administrator's recommendations for the revision of the formula for the calculation of the operational reserve for regular resources, the definition of the term "liquidity" and the levels needed by UNDP for its operations, and the establishment of a separate operational reserve for other resources. She noted that the formula for the calculation of the operational reserve for regular resources had been revised to take into account comments received from the Advisory Committee on Administrative and Budgetary Questions (ACABQ), and that the recommended revision was presented in document DP/1999/CRP.9/Rev.1.

141. Two delegations expressed their support for the recommendations as revised. One delegation noted that financial risk could be reduced by early payment of pledged contributions, as well as through tighter controls on expenditure and training of local staff, also noting that the effects of the multi-year funding framework (MYFF) should be reviewed in due course.

142. The Assistant Administrator confirmed that the operational reserve for regular resources would indeed be reviewed based on the experience of the MYFF.

143. The Executive Board adopted the following decision:

99/9. UNDP financial risk management: review of operational reserve

The Executive Board

1. Takes note of the report of the Administrator (DP/1999/5/Rev.1) and of the further clarifications contained in document DP/1999/CRP.9/Rev.1;

2. Notes the approach recommended by the Administrator to determine United Nations Development Programme liquidity;

3. Supports the recommendation of the Administrator for the establishment of a reserve for other resources activities and the mechanism for its funding;

4. Approves the recommended formula for the calculation of the level of the operational reserve for regular resources (see annex); and decides to reduce the factor used to calculate the liability and structural risk component of the reserve from 25 per cent to 10 per cent.

16 June 1999

## Annex

### FORMULA FOR THE OPERATIONAL RESERVE FOR REGULAR RESOURCES

The formula for the calculation of the level of the operational reserve for regular resources is:

The sum of the following components:

1. Income component. The equivalent of 10 per cent of the average of the annual voluntary contributions received over the most recent three years, rounded to the nearest $1 million;

2. Expenditure component. The equivalent of 2 per cent of the average total annual expenditure incurred over the most recent three years, rounded to the nearest $1 million;

3. Liability and structural risk component. The equivalent of 10 per cent of the sum of the income and expenditure components, rounded to the nearest $1 million;

4. Cash-flow component. The equivalent of the cash needs for one month, calculated as one twelfth of the total expenditure of the most recent year, rounded to the nearest $1 million.

## UNDP/UNFPA segment

## XI. INTERNAL AUDIT AND OVERSIGHT

144. The Associate Administrator introduced the report on UNDP internal audit and oversight activities (DP/1999/23). The report provided details on the internal audit and oversight services of the UNDP Office of Audit and Performance Review (OAPR) for the year ended 31 December 1998. He noted the progress in implementing the accountability framework, including through the control self-assessment exercise, and informed the Executive Board that staff had been identified to fill 12 of the 13 vacant posts in OAPR. The Associate Administrator also highlighted aspects of recurring issues referred to in the report, including cash management, payment of government local office contributions, programme reporting, procurement of goods and services, and the financial management system. He stated that UNDP would continue to work with the United Nations External Board of Auditors to increase compliance on nationally executed projects. Both the outgoing and incoming Administrators were committed to a culture of accountability in UNDP.

145. In introducing the report of the Executive Director on UNFPA Internal Audit and Oversight Activities in 1998 (DP/FPA/1999/8), the Deputy Executive Director (Policy and Administration) noted that in 1998, the Fund's efforts in the areas of internal audit and oversight were guided by four main objectives, namely, to systematize the analysis of and follow-up to audit findings; expand audit coverage; establish linkages in the analyses of the findings of internal and external audits and other oversight exercises; and promote an accountability culture within the organization. He reported briefly on each of the four areas. He underscored that the report before the Executive Board was indicative of the importance UNFPA accorded to the promotion of an accountability culture within the organization. In line with the open and candid relationship that the Fund enjoyed with the Board, the report was very frank with respect to the areas requiring improvements identified through the Fund's audit and oversight activities. He added that such self-assessments were very much a part of the internal deliberations within UNFPA. The UNFPA Executive Committee, composed of all the Division Directors, regularly had on its agenda issues related to audit findings and the findings of other oversight activities. These were discussed in depth, and follow-up action was determined with a view to strengthening the efficiency and effectiveness of the Fund's programme delivery. Such follow-up action was monitored systematically. He assured the Board that UNFPA was fully committed to ensuring probity and accountability at all levels of UNFPA operations. With due recognition of internal audit and oversight activities as important accountability measures, UNFPA also regarded them as management tools that enabled the organization and its staff to be self-critical, to learn and, ultimately, to perform better.

146. The Executive Director of the United Nations Office for Project Services (UNOPS) introduced the report on internal oversight of UNOPS (DP/1999/22/Add.2). The report provided details on internal audit services provided by OAPR on UNOPS operational activities for the year ended 31 December 1998. He noted that the clients of UNOPS were its toughest auditors, as the Office was under their constant scrutiny. He also noted the successful business plan strategies of UNOPS and expressed the view that the Office could make further improvements in staff training and information technology.

147. Several delegations took the floor to thank the three organizations for their reports and for the commitment to implementation of the recommendations of internal and external audit and oversight bodies. One delegation underlined the need for further inter-agency coordination in audit and oversight, and requested that UNDP, UNFPA and UNOPS coordinate their reports in the future, so that the reports had a similar format, or possibly consider producing a combined report.

## UNDP

148. Speakers expressed support for the clear role and structure of OAPR, with its responsibility for the accountability framework, control self assessment exercise, and review and oversight functions. Concern was raised about the vacant posts in OAPR as described in the document. However, the progress announced in the opening remarks was noted.

149. Some speakers requested more information on compliance, including data on the implementation of audit recommendations for previous years as well as the current review year. One delegation requested that UNDP issue the results of the outcomes of new special audits, referred to in paragraph 37 of document DP/1999/23.

150. One delegation, supported by others, raised a query regarding the follow-up to rejected audit recommendations referred to in paragraph 14. The speaker noted that significant risk to the organization could result if recommendations were rejected. He also noted that in his country the head of internal audit was required to provide information on an annual basis on whether control systems were adequate, including with regard to material loss. A similar statement by UNDP in its report would be useful in contributing to the work of the Executive Board in its overall corporate governance.

151. Concern about submission of audit reports for nationally executed projects was raised by several speakers. One delegation, supported by others, requested the setting of annual targets for the provision of audited financial statements for nationally executed projects. Another delegation commended the increase in nationally executed projects and encouraged its further use in order to foster ownership and capacity in programme countries and reduce overhead costs. The speaker, noting the need for evaluation and audit of nationally executed projects, requested UNDP to strengthen the capacity of its country offices in the area of implementation of national execution.

152. The Director of OAPR noted that with regard to nationally executed projects, targets had been set but not met because of late receipt of audit reports, cases where the reports had not been completed, or because some programme countries had not identified suitable auditors. In response to a query raised regarding the progress in the investigation on the Reserve for Field Accommodation, he informed the Executive Board that measures were under way to prosecute those who had engaged in criminal activity. The Director informed the Board that while the control self assessment exercise had been partially designed to address the issue of control breakdowns, there had not yet been an overall global assessment of UNDP and that it would be too early for him to issue the kind of statement on control systems requested during the discussion.

### UNFPA

153. During the discussion a number of delegations stated that they were pleased with the Fund's commitment to implement the recommendations of the auditors and were particularly pleased with the progress UNFPA had made in closing operationally completed projects. One delegation welcomed the Fund's broadening partnership with civil society and government units and the participatory approach to programme development. It was pleased to note that UNFPA had embarked on a results-oriented approach to programming. Some delegations, while expressing concern about the audit findings regarding marginally deficient offices and unclear lines of accountability, urged that systematic monitoring be undertaken and that the lines of accountability be clarified. Another delegation expressed appreciation for the Fund's efforts to promote a culture of accountability. One delegation noted that the high level

of UNFPA execution was a matter of concern and urged that there be a balance between UNFPA procurement and national capacity building in procurement and logistics management. Two delegations asked when the Programme and Procedures Manual would be completed and expressed concern regarding the slow pace of its preparation and issuance. One delegation asked how many completed projects had remained unclosed in 1998. Another delegation observed that while lessons learned were well identified they were not always acted upon and some problem situations appeared to have become chronic. The delegation added that it had prepared a list of key issues that needed to be addressed and would share those with the Fund's senior management.

154. One delegation, while welcoming the self-critical nature of the report and the progress made during 1998, expressed concern that it remained unclear whether or not the objectives of the regional programmes had been achieved. The delegation requested further information on the impact of the regional programme and asked what conclusions had been drawn from the recent evaluation of execution modalities. The same delegation stated that the management information systems of UNFPA and UNDP should be compatible. Another delegation suggested that the report should have the format of a progress report so that a year-by-year comparison could be made of progress achieved in implementing audit recommendations. One delegation stated that the value of the internal audit and oversight reports of UNFPA, UNDP and UNOPS would be enhanced if illustrative examples were included and if the three organizations either produced a joint report or else prepared reports with an identical format.

155. The Deputy Executive Director (Policy and Administration) thanked the delegations for their comments and questions and noted that UNFPA execution had declined in 1998, further pointing out that about 50 per cent of the execution concerned procurement. Nevertheless, UNFPA would look into the matter and would continue to emphasize national execution and national capacity building. With regard to the Policies and Procedures Manual he pointed out that all sections of the programme manual had been completed and disseminated and the programme guidelines were also available on the Intranet. The Finance and Personnel manuals were in the process of being finalized. Concerning the closure of projects, he noted that over 1,700 projects had been closed. He added that data on the current status of projects awaiting financial closure would be provided later after verification.

156. The Chief, Office of Oversight and Evaluation, noted that the number of projects to be closed was a moving target since additional projects regularly continue to be completed. However, the Fund now had a system in place to identify dormant projects. She welcomed the suggestions regarding the format of future oversight reports and noted that such guidance was both helpful and appreciated. Regarding the regional programme, she pointed out that country offices had been actively involved in the formulation of the new intercountry programme to be submitted to the Executive Board in January 2000. The new intercountry programme would have explicit linkages between its components and the country programmes. Concerning the interface between UNFPA Integrated Field Office System (UNIFOS) and the Automated Field Office Accounting System (AFOAS), she noted that the introduction of the Integrated Management Information Services (IMIS) would help to alleviate the problem. She noted that UNFPA was addressing the chronic problems mentioned in the report, however, it

should be borne in mind that change did not occur overnight: first awareness had to be created and then behaviour could be changed. She added that UNFPA looked forward to receiving the list of specific issues mentioned by one delegation.

157. The Executive Board took note of the reports on internal audit and oversight activities of the United Nations Development Programme, the United Nations Population Fund, and the United Nations Office for Project Services (DP/1999/23, DP/FPA/1999/8, and DP/1999/22/Add.2).

## XII. FIELD VISITS

158. The Permanent Representative of Kyrgyzstan to the United Nations introduced the report on the field visit to Brazil (DP/1999/CRP.8). She noted that the mission had been the largest field trip in the history of UNDP, with a delegation comprising 17 people from 16 countries, representing both donor and programme countries. The team had met with representatives of the Government of Brazil, UNDP, UNFPA, other United Nations agencies and international organizations, international financial institutions and the people of Brazil. The delegation had been favourably impressed with the relationships of UNDP and UNFPA with the Government, which were no longer dependent on donor/recipient relationships but genuine and equal partnerships.

159. The Deputy Director of the Office of Population, Bureau for Population, Refugees and Migration, United States Department of State, in introducing the team's comments on the UNFPA programme in Brazil, noted that Brazil had long been a country of contrasts. It had the world's eighth largest economy but ranked only 62nd in terms of its human development index. Some regions were very advanced, while others lacked many basic services, and income distribution was highly skewed between rich and poor. Working women were better educated than working men, but earned only 60 per cent as much. The current Government had expressed a commitment to reduce social inequalities but adverse economic developments such as the devaluation of currency had threatened progress, especially for the poor and women. The decentralization of government to improve accountability and service delivery was well under way in Brazil, a factor that presented special challenges to state and local officials in the poorer regions in the country - challenges that UNFPA and UNDP were addressing in their programmes. Turning specifically to the UNFPA programme, she stated that outside assistance to Brazil in reproductive health was limited to a few bilateral donors and international foundations. She noted, however, that the World Bank and the Inter-American Development Bank (IDB) had provided substantial assistance in the broader health sector and for combating HIV/AIDS. To maximize the effectiveness of its own limited resources, the team encouraged UNFPA to enhance its information-sharing and project collaboration, for example, with the World Bank on HIV/AIDS, and with other relevant donors in Brazil. The team believed that geographic concentration of programme resources was an effective strategy.

160. The representative of the United States and one of the team's rapporteurs gave a presentation on the UNDP programme in Brazil. He noted the rapid increase in Brazil's programme and observed that Brazil had been responsible for a large portion of programme delivery in Latin America. However, he observed,

one reason for the size of the Brazil programme was that Brazil was a large country. As a total percentage of government expenditures, the resources that UNDP oversaw in terms of government cost-sharing and loans from the World Bank and IDB was a very small part of the overall budget. The speaker then highlighted the team's observations and recommendations, contained in document DP/1999/CRP.8. Overall, the team had concluded that the UNDP/Brazil programme was remarkable for its success in increasing the impact and efficiency of government and development bank funding and in pioneering readily replicable sustainable human development (SHD) programmes.

161. The Permanent Representative of Brazil was pleased to note that the report had presented a positive assessment of UNDP and UNFPA activities in Brazil. UNDP would continue to be an important development partner of both public and private sector development and civil society in Brazil, with the common objective of achieving SHD. The programme had evolved over the years to reflect the changes in the state of development of Brazilian society and the decentralization of the Brazilian State. Brazil was a country of continental dimensions, whose economy was among the 10 largest urban industrial economies in the world. While the country was rich in human and natural resources, it still had a long way to go in the fight against social exclusion and the eradication of poverty. UNDP was an important ally in this endeavour. Continued and priority attention must be given to sustainability, capacity-building and the implementation of exit strategies. The Government and UNDP were fully committed to facing these challenges. The Government also attached great importance to technical cooperation among developing countries. The Brazilian Cooperation Agency developed TCDC programmes with South American, Central American and the Caribbean countries, as well as with African countries, particularly with those with a Portuguese-speaking population, and with countries in Asia and Eastern Europe. The members of the Board had visited some of the most important UNFPA projects developed in the poorest areas of Brazil. As suggested in the report, however, the Government believed that a greater degree of operational flexibility could, in the end, make UNFPA activities in Brazil even more efficient. The speaker then expressed the gratitude of his Government to the Executive Director of UNFPA and reaffirmed Brazil's commitment to the Cairo Programme of Action as well as to the success of the ICPD+5.

162. The Executive Secretary, International Cooperation, Office of the Prime Minister for Peru, noted that in her country, as in Brazil, fund-raising, the management of non-core funds and national execution were very important. Peru had reinforced "partnership for development", a concept that, as in Brazil, had made a positive influence on the Government.

163. Delegations that had taken part in the mission commented on the report and its findings. Many underlined the major contribution of UNDP to sustainable human development programmes in Brazil and the high impact of its cooperation with the Government. Most emphasized the major contribution of UNDP to a country that continued to have social and regional disparities and a need for targeted poverty eradication efforts. One speaker emphasized the strong regional programme in Latin America and the Caribbean, with important interregional initiatives. Concern was expressed about the effects of the Brazilian financial crisis and the possible related setbacks in environmental

and social progress. One delegation called for the role of UNDP in advocacy to focus more on the need for long-term economic reform.

164. Several delegations stated that the Brazil programme was a very sophisticated one and the role that UNDP played in Brazil was catalytic, involving partnerships not only with the Government and the regional groupings, but also with the World Bank, IDB and bilateral donors. Some underlined the cooperation as a very good example of how UNDP could work with the World Bank and regional development banks. Other speakers noted that the UNDP programme in Brazil successfully supported many of the same objectives of their bilateral cooperation programmes. Both the Resident Representative in Brazil and the UNFPA country representative were praised by the team members who took the floor.

165. Delegations taking the floor engaged in a lively interchange regarding the references in the report to cost-sharing. While several speakers underlined the very positive effects that cost-sharing had had on the UNDP programme in Brazil, some others felt that the high volume of its use in Brazil raised questions that UNDP and the Executive Board should consider. The Government was very much in control of the programme, according to one speaker, who also cited the dynamic development process in Brazil, where the Government, World Bank and UNDP had unique and complementary roles. It had been observed while on the mission to Brazil that the UNDP staff were constantly ensuring that activities were within the organization's mandate. The value-added of UNDP was apparent in the excellent expertise it provided as well as in the Government's high regard for the organization. Another delegation stated that cost-sharing in Brazil was extremely effective and positively linked to results-based management. Lessons learned were spread and internalized faster than in other programmes and greater impact was achieved. The cooperation in Brazil was a direction in which the organization should be headed and it utilized the comparative advantage of UNDP in resource management in a positive way. One speaker underlined the unique role of UNDP in net contributor countries (NCCs), which could lead to the establishment of a separate category of UNDP cooperation. She suggested that the Executive Board review the question and find a suitable format for the management of NCCs. Some speakers noted that while cost-sharing was presently concentrated in NCCs, it could also be applied in other lower-income programme countries.

166.. Those who raised questions about cost-sharing drew attention to several factors. One delegation noted that its Government had always taken a critical view on expanding cost-sharing in UNDP. The role of UNDP in Brazil was not clear, according to the speaker, as it was neither the funder nor the coordinator of United Nations technical cooperation. Instead, UNDP performed all of the functions of a consultant without being subject to competitive bidding. The World Bank and IDB seemed to see the comparative advantage of UNDP in its ability to procure and hire project personnel quickly, areas that her delegation felt were outside the organization's mandate. The sustainability of such cooperation was a concern in that it could be substituting for government capacities instead of building them.

167. Another delegation raised several issues relating to the legal and accounting issues linked to cost-sharing and the difference of overhead costs

charged by the UNDP office in Brazil as compared with that charged by the United Nations Office for Project Services.

168. One speaker emphasized that the multi-year funding framework (MYFF) had been adopted in order to increase core resources not because the Executive Board felt that non-core resources had become disproportionately important. If cost-sharing programme were to spread, then it would seem that the MYFF was being adopted for no reason since it would not resolve the problems relating to the proportion of core and non-core resources. The speaker also made the point that while the issue of national sovereignty had arisen, the Board still retained the right to raise questions about national funding strategies.

169. There was a difference of opinion about the linkage between a rise in cost-sharing and the level of core resources. In that regard, many speakers stated that it was essential that non-core funding be examined closely by the Executive Board, to be sure that activities were commensurate with the mandate of UNDP. It was foreseen that discussion on non-core resources would be taken up in the context of the MYFF. Elements for the Board to examine included exit strategies, the recovery fee and applicability of the model to other regions.

170. Some delegations expressed concern about the content of paragraph 16 of the report, which concerned the United Nations House and the comments from some of the United Nations agencies that a move to a United Nations House might increase costs because of the different ways in which agencies were organized. One delegation thought that this problem might be encountered in a number of countries and would not like the report or the Executive Board to leave the agencies in Brazil with the impression that because it might be too difficult that they should not work on the issue. He thought the Board should come back to it at some stage when it considered the wider question of the development of the United Nations House in a number of programme countries.

171. Some delegations commented on paragraph 27 (b), which contained a general observation about UNDP and the Government of Brazil developing an UNDAF. Plans to continue the plans to develop an UNDAF in Brazil were generally supported.

172. One speaker recommended that the Executive Board review the Brazil country programme from time to time as its size and nature raised questions on UNDP principles and policies; the discussion should not be limited to the presentation of the country cooperation framework.

173. Delegations expressed great support for the work of UNFPA in Brazil. One speaker stated that UNFPA should be applauded for respecting the country programme and for being highly efficient with a limited amount of resources. Another delegation underlined that the UNFPA programme was enhancing the lives of many of Brazil's poorest people.

174. The Resident Representative in Brazil responded to the comments made. Addressing initially the concern about an exit strategy, he noted that there were many examples in Brazil of not only projects but also sectors and regions that had been exited. For example, in the past, UNDP had concentrated on the transfer of high technology, particularly in telecommunications, an area in

which it was no longer active. In response to the suggestion of one delegation, he underlined that UNDP would welcome increased monitoring of its programme by the Executive Board. He noted that Brazil was currently preparing the common country assessment (CCA). Although it was intended to complete the UNDAF exercise in 1999, it would probably not be finished until early 2000. With regard to the United Nations House, an inter-agency mission had recently visited Brazil to explore the possibilities of leasing a common United Nations premise or constructing a building in a jointly owned United Nations property. The Government had given to the United Nations a lot of 20,000 square meters, on which the United Nations could construct its own premises. He anticipated that the mission would recommend a proposal for the construction of common premises, with UNDP and UNFPA initially inhabiting the site and other agencies joining later on. In response to the comments made during the discussion, the Resident Representative wished to dispel the idea that UNDP was in any way underpricing itself in order to eliminate the competition from the private sector or consulting firms. To the delegation that stated that UNDP used national execution and charged only three per cent in overhead costs, he stated that those projects were government-executed projects with the Brazilian Cooperation Agency providing support to the other implementing sectors and ministries and UNDP supporting the Agency in order for it to discharge its executing capacity. The overhead charge was only three per cent because the Government did the work, with UNDP supporting and facilitating at times. The Government had repeated that it valued UNDP for many different reasons apart from its expediency and speed. He noted that programme delivery in Brazil in 1999 was likely to drop in dollar terms because of currency fluctuations.

175. The UNDP country office in Brazil was looking for ways to share its experience with other country offices. In response to comments raised regarding the clarity of the role of UNDP in Brazil, the Resident Representative noted that at times the Government advised UNDP to assist in implementation projects that were highly sensitive and could not be done by the private sector. While the UNDP core budget was financing eight posts in Brazil, over 50 posts were financed through extrabudgetary resources - thus, in the case of Brazil, the non-core was subsidizing the core.

176. The Assistant Administrator and Director of the Regional Bureau for Latin America and the Caribbean stated that the concerns raised by the Executive Board about the need for further scrutiny of cost-sharing in the Brazil programme, especially with regard to the links between headquarters and the country office, had been discussed at length with the resident representative. The MYFF, with its introduction of the strategic results frameworks (SRFs), would create a slightly different situation in the future. With the use of the SRFs and the compacts, the bureau directors and the Bureau for Planning and Resource Management would, through the annual reporting mechanisms, be able to monitor whether the alignment of the sustainable human development of non-core programmes and projects was indeed maintained. It would also ensure that issues related to capacity-building and exit strategies were properly built into the programmes and projects when they were approved. She noted that a regional auditing facility had recently been opened in Panama and also that the Brazil office had undergone an internal audit in 1998 and would undergo an external audit in autumn 1999. Internal audits, including management audits, were carried out frequently in cases of country offices that managed relatively large

sums of money. It was necessary, she noted, to allow the UNDAF exercise to progress before discussing whether it would be necessary to introduce separate or more flexible guidelines for countries with large non-core accounts. She underlined that the CCA bonded the members of the country team and led to common understanding and analysis in the country. The Assistant Administrator also responded to the comments on the three per cent recovery fee. She noted that the work was undertaken by the Government, and that up until the present time, the three per cent, in terms of the use by the country office, was invested in upgrades to computer equipment and programmes, recruitment of additional country-office local professional staff and during design of the programme. Thus, the money allowed the office to reinforce the competencies needed for efficient and effective programme management.

177. The Assistant Administrator and Director of the Bureau for Planning and Resource Management noted that recent discussions in the Executive Board had focused on the overall management accountability and role of the Board and Administrator with regard to non-core resources and on the issue of non-core subsidizing core resources. The decision on national execution had been incorporated in the new programming manual and implemented through directives of the Administrator. On the issue of cross-subsidization, he noted that there was agreement that global targets for recovery of marginal cost increases for non-core resources had been met. However, UNDP would seek, in the context of its budget strategy for 2000-2001, to increase it cost-recovery from non-core resources. He emphasized that the MYFF would be a powerful tool for the oversight of non-core resources. He also noted that the Brazil country office had consistently achieved high ratings for its capacity in finance, administration and operations. Moreover, many offices in Latin America had been leaders in developing good systems and UNDP had benefited as a whole from the region's experience. The Assistant Administrator pointed out that there did not seem to be a linkage with decreased core contributions from those donors contributing higher amounts in non-core resources. In looking ahead, he stated that an analysis of income projections for the period 2000-2003 had shown a slight decrease in the relative share of government cost-sharing, relative to other non-core resources and core resources.

178. The Director of the UNFPA Latin America and Caribbean Division thanked the Deputy Director of the Office of Population, Bureau for Population, Refugees and Migration, United States Department of State, for the presentation on UNFPA activities in Brazil and the representative of Ireland for the comments on the visit to the State of Ceara. In that regard, she appreciated the very positive comments in the report regarding the UNFPA programme. In particular, she noted the approval of the targeted approach of UNFPA to the poorest area of Brazil, following a strategy that the organization was undertaking in its larger programme countries. She also noted that decentralization would continue to be a key factor in future UNFPA programmes, so that implementation would take place at the local level. She underlined the importance of the field visit to UNFPA and noted that the report would be sent to all the offices in that region. It was essential for the Executive Board to witness the tangible results of the operations that it had approved for the countries concerned.

179. The Executive Board took note of the report on the field visit to Brazil (DP/1999/CRP.8).

## UNFPA segment

## XIII. REPORT OF THE EXECUTIVE DIRECTOR FOR 1998

180. In her introductory remarks the Executive Director noted that much had happened in the two months since the Executive Board's second regular session, especially in the ICPD+5 appraisal and review process, which was now drawing to a close. She thanked the Executive Board and the Bureau for the careful and constructive guidance they provided to UNFPA and noted that the Fund sincerely valued the professional dialogue and partnership that it enjoyed with the Board. She recalled the moving tributes paid in the previous week to the outgoing UNDP Administrator, James Gustave Speth, and noted that it would be fitting to pause for a moment to honour his service to the United Nations and to the cause of development and above all, to wish him the best of luck in his future endeavours. She also welcomed the new Administrator and stated that UNFPA looked forward to working with the new leadership at UNDP.

181. The Executive Director focused on presenting some highlights of the past year and also noted some of the continuing challenges. She underscored that 1998 had been a very intense and productive year for UNFPA. For one thing, a very large number of new UNFPA country programmes were started during the year. UNFPA country offices had focused on applying new programming tools such as the logical framework (logframe) analysis, and on bringing new programmes quickly to full speed. They had also participated in an increasing number of coordination processes and activities, including the United Nations Development Assistance Framework (UNDAF) pilot phase. At the same time, 1998 was a year of review and assessment, of looking back at what had been accomplished in the first four years after the International Conference on Population and Development (ICPD) and of applying those lessons to ongoing and new programmes. As was illustrated in the annual report, through the commitment of programme countries, UNFPA country programmes continued to make progress in the directions provided by the ICPD and in the priority areas identified in decision 95/15, namely, reproductive health, including family planning and sexual health, population and development strategies, and advocacy.

182. To be sure, many challenges and critical needs remained. Some areas needed special attention as was evident from the discussions during the meetings of the ICPD+5 preparatory committee, as well as from the Fund's own reviews. These included the full operationalization of reproductive health; adolescent reproductive health; reproductive health in emergency situations; ageing; migration; population movements; issues of data collection, analysis and policy formulation. Also needing special attention were the linkages between reproductive health and gender issues as well as the interrelationships between population, environment and development. Each of these areas was important not in isolation but as part and parcel of development itself and national development strategies in particular. The lessons learned from UNFPA-assisted programmes in the area of reproductive health revealed, inter alia, that programme implementation was sometimes slow due to a number of factors, including limited health infrastructure, the inherent complexity of administrative and service integration, limited understanding sometimes of key concepts, weak management systems, inadequate coordination among donors and

limited resources to provide the full package of services. UNFPA endeavoured to address those constraints as best it could, in collaboration with national partners and in cooperation with other organizations and donors. She observed that a number of other specific issues in reproductive health were referred to in the annual report, including UNFPA activities undertaken in collaboration with other organizations and donors, including WHO, UNICEF and the World Bank, to reduce maternal morbidity and mortality, provide adolescent reproductive health information and services, provide reproductive health services in special situations and help prevent the spread of HIV/AIDS. In 1998, UNFPA had continued its very active role within UNAIDS and had supported HIV/AIDS-prevention activities in 130 countries.

183. She noted that it was important to mention that, despite the controversies that seemed to surround some of those issues when they were discussed at the global level, the situation was generally quite different at the country level. For example, concerning adolescent reproductive health, a pragmatic and practical approach seemed to prevail at the country level with effective collaboration and partnerships among political leaders, community groups, religious leaders, and non-governmental organizations including youth groups. Clearly, it was an issue that should be dealt with within a country's own particular needs and circumstances. Indeed, in the course of the past year, most country programmes addressed adolescent reproductive health issues in one way or another. For example, population education, including issues of reproductive health, was provided in the school systems in more than 90 countries.

184. In the area of population and development, a number of strategic activities were carried out during the course of the year, assisting countries for example in data collection and analysis, providing reliable and relevant information for policy formulation and programme development and for monitoring and evaluation and helping countries to understand the complex linkages between population and development. UNFPA had also provided support for such issues as ageing, migration, and population change and economic development. In the area of advocacy, the past year had been an intense one for UNFPA, with effective advocacy components supported in all country programmes, as well as a number of high visibility events and activities undertaken to contribute to an increased overall understanding among the public at large and decision makers about the important part population issues had in sustainable development and in all aspects of people's lives.

185. Much time and energy were devoted, in 1998, at all levels of the organization to the continued implementation of United Nations reforms and to expanding and deepening partnerships with all parties, both within the United Nations system as well as with civil society groups. UNFPA had been fully engaged in the many initiatives under way within the United Nations Development Group (UNDG), including most notably the Group's efforts to develop the Common Country Assessment (CCA) and the UNDAF.

186. The Executive Director updated the Executive Board on the Fund's income situation. Regrettably, since her last report to the Board in April, the projection for general resources had had to be revised downward to about $255 million. However, the resource target for supplementary income remained the

same at about $40 million. The UNFPA resource situation reflected the absence of one major donor, but one that UNFPA hoped to have back among its major donors very soon. The recent continued decrease in dollar terms also resulted from the unfavourable exchange rates of European currencies against the dollar. Given the lower projection of general resources, for the first time in many years UNFPA had had to reduce its expenditure ceilings. She assured programme countries that as the resource situation improved, UNFPA would immediately accelerate implementation in line with approved country programmes. She concluded by expressing her deep gratitude to all UNFPA donors and in particular to the Fund's major donors. She conveyed her special thanks to Japan, the Fund's number one donor, and to all the other major donors and the many donors who had increased their support to UNFPA in 1998 and in the current year -- Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Luxembourg, Netherlands, Norway, New Zealand, Spain, Sweden, Switzerland, the United Kingdom and the United States of America. She also took note of and thanked the many programme countries contributing to UNFPA.

187. During the discussion several delegations commended the work of UNFPA and underscored the Fund's efficient and effective implementation of programmes. Three countries announced their contributions to UNFPA: Japan pledged $48.2 million in 1999; the Netherlands pledged approximately $40 million; and the People's Republic of China pledged $820,000. Several delegations expressed concern regarding the downward trend in resources, and some delegations expressed the hope that the multi-year funding framework (MYFF) would have a positive impact in increasing resource flows to UNFPA. Many delegations expressed appreciation for the support and assistance UNFPA had provided to their countries. Numerous delegations observed that it had been a very productive year for UNFPA, and they commended the Fund's committed efforts in the ICPD+5 review and appraisal process. Many delegations also noted that they were encouraged by the Fund's sustained efforts undertaken in the context of the United Nations reform process. One delegation was pleased to note that the UNDAF process had provided a setting for identifying areas of convergence among organizations and had highlighted the need for harmonization and joint programming. The delegation was encouraged to know that the majority of CCA and UNDAF processes had devoted adequate attention to follow-up to the recent United Nations global conferences. The delegation observed that there now appeared to be a real momentum in the reform process. The delegation added that it looked forward to seeing how the sector-wide approach process would be integrated into the reporting of UNFPA activities in subsequent years. Another delegation asked for further details concerning involvement in the UNDAF, particularly at country level, and regarding notable achievements through advocacy, as for example concerning female genital mutilation (FGM). Some delegations noted that they would have preferred a more analytical report.

188. Several delegations stated that they were pleased with the Fund's focus on the three core programme areas of reproductive health, including family planning and sexual health, population and development strategies and advocacy, as well as with the Fund's efforts to increase its collaboration with other United Nations agencies and organizations, civil society, including NGOs, and the private sector. Some delegations encouraged UNFPA to continue its work with the World Bank, in particular. A number of delegations were pleased to note the emphasis UNFPA placed on HIV/AIDS prevention and commended the innovative

approaches supported by the Fund. One delegation pointed out that HIV/AIDS was closely related to drug abuse and UNFPA could share its expertise with the United Nations International Drug Control Programme (UNDCP). Some delegations commended the Fund for its work in the area of international migration, including its collaboration with the International Organization for Migration. One delegation wondered whether international migration was an area in which the Fund had a comparative advantage.

189. A number of delegations stressed that UNFPA had a key role to play in maternal mortality reduction, including through supporting the Safe Motherhood initiative. Some delegations underscored the close linkages between women's empowerment and maternal mortality reduction. Several delegations stated that the Fund's Global Initiative on Reproductive Health Commodity Management should be institutionalized. One delegation stated that UNFPA could play a leadership role in promoting an increased role for the private commercial sector in reproductive health service provision beyond producing contraceptives. The delegation added that the Fund could also play a key role in promoting quality of care improvements. Many delegations praised UNFPA for the work undertaken in the area of adolescent reproductive health, and some delegations urged the Fund to assume an even greater role in championing the reproductive health needs of young people, given its relations with Governments and its links with religious leaders. One delegation praised UNFPA for being in the vanguard among United Nations entities in giving a voice to adolescents and NGOs in the ICPD+5 process. Another delegation congratulated the Fund for its pragmatic approach to adolescent reproductive health -- an area which appeared to be more controversial at the multilateral level than at the national level. One delegation emphasized the need to give adolescents guidance for moral development. Another delegation emphasized the need to ensure that adolescents had access to services and were involved in designing and implementing adolescent reproductive health policies and programmes. The delegation recalled that at the International Hague Forum its country had recommended that 20 per cent of all health assistance should be allocated to adolescent reproductive health.

190. One delegation stated that it was particularly impressed with the Fund's efforts in the area of emergency reproductive health and as a result had made a contribution to UNFPA for the procurement of reproductive health kits for the Kosovar refugees. The delegation encouraged UNFPA to make the results it achieved better known in order to secure wider public support in the major donor countries. It also noted that in dealing with population issues a cross-sectoral approach was required and added that UNFPA should narrow its focus within its priority areas and further enhance the efficiency and effectiveness of its activities. Another delegation congratulated the Fund for the excellent work that it was doing in a very difficult area. The delegation underscored the importance of the Fund's role in safeguarding reproductive health and reproductive rights, including when sector-wide policies were discussed. One delegation noted that further attention should be focused on addressing the issues of violence against women and male responsibility and involvement in reproductive health. Another delegation expressed concern at the slow pace of progress in the area of gender equity and equality and women's empowerment. It added that sociocultural values and laws frequently acted as barriers to women's

full participation in the development process and UNFPA support was needed to overcome those barriers.

191. One delegation stated that the Fund should not initiate policies but rather should implement and execute the decisions of United Nations policy-making bodies, and the Executive Board should see to it that the bodies did not make conflicting decisions. Also, when there was insufficient clarity regarding decisions, UNFPA should refer back to the relevant body in order to clarify ambiguities and to avoid disagreement.

192. One delegation stated that 40 per cent of its country's budget went to debt-servicing. Nevertheless, even with limited resources, it had accomplished much in implementing the ICPD Programme of Action, including establishing a law that protected the reproductive health and rights of youth and adolescents. The delegation underscored that the reduction of resources for the Latin American and the Caribbean region was an issue of grave concern and stated that the Executive Board should take note of it. Another delegation drew attention to the refugees in its country that had come from neighbouring countries as a result of the devastation caused by Hurricane Mitch. A heavy demand and burden had been placed on the country's social services. The delegation asked that such situations should be factored in when resources were being allocated. The delegation emphasized the need to focus on human beings in a holistic way.

193. One delegation, addressing the Fund's resource allocation system, saw a need to revise the system. It was necessary to review the validity of the criteria being used as well as their threshold levels. That was important since some very poor countries were in category C and some relatively affluent countries were in category B. The delegation emphasized that the per-capita gross national product criterion needed to be further strengthened when UNFPA revised its resource allocation system. It also asked, in view of the current shortage of resources, whether the shortfall in resources of the Fund should be borne proportionately by A, B and C countries or whether A countries should be given preferential treatment. The delegation supported the latter position. The delegation hoped that the Fund would take those points into account when it reviewed its resource allocation system in the year 2000, as requested by the Executive Board in decision 96/15.

194. One delegation applauded the Fund for the research work it had supported and hoped that the research findings were being translated into policy and programming. The delegation was surprised that no mention had been made of UNIFEM with regard to the Fund's support for the prevention of violence against women. The delegation was pleased to learn about the work of the UNFPA Special Ambassadors and asked how their efforts contributed to raising awareness on population and development issues. Another delegation was pleased with the Fund's advocacy efforts over the past year and noted that reaching diverse audiences with sensitive messages was not an easy task. It observed that one notable example of the Fund's efforts in the United States of America was the work of UNFPA Special Ambassador Waris Dirie who had been particularly effective in raising awareness about FGM. Her cover story in the most recent issue of the Reader's Digest would reach a readership of over 100 million worldwide, introducing an important issue that was unfamiliar to much of the world.

195. In her response the Executive Director thanked the delegations for their comments and questions. She also thanked the countries that had announced their annual contributions, and she appealed to all members to make early payments on their contributions so as to facilitate programme delivery. She reiterated the hope that countries would renew their commitment to implementing the ICPD Programme of Action at the upcoming United Nations General Assembly Special Session (UNGASS) on ICPD+5. She noted that with the development and adoption of the MYFF it was expected that the annual report would also become more analytical and results-oriented. Concerning the comment on policy making, she confirmed that UNFPA did not make policy, rather it implemented the policies made by the Executive Board and other United Nations legislative bodies.

196. As regards narrowing the focus of the Fund's programming, she pointed out that after the UNGASS UNFPA would review its priorities. Nevertheless, the bulk of UNFPA resources were allocated to two priority programme areas, reproductive health and population and development strategies. She added that within the Fund's mandate, at the country level UNFPA endeavoured to focus on the priorities of the country. In many countries, the Fund had limited the geographic focus of its programmes in order to maximize the impact of its programme efforts.

197. Regarding the Safe Motherhood initiative, she agreed that more strategic interventions were required and noted that UNFPA was working with other partners, including WHO, to move in that direction by selecting key strategic areas to focus on. She agreed with the observation that there were close linkages between women's empowerment and maternal mortality reduction. She noted that UNFPA planned to produce a maternal mortality update along the lines of its *AIDS Update*. She stated that the William H. Gates Foundation had contributed $50 million to Columbia University for work in the area of maternal mortality reduction, and UNFPA, WHO and UNICEF would collaborate with the university.

198. She stated that UNFPA had very good cooperation with UNAIDS, and the Fund's *AIDS Update* illustrated the range of activities that UNFPA supported in the area of HIV/AIDS prevention. The Fund would continue its close cooperation with UNAIDS of which it was a co-sponsor. Regarding UNDCP, she observed that UNFPA was already collaborating with that organization. She underscored that UNFPA collaborated with WHO in a number of key areas. Recently, following high-level consultations between WHO and UNFPA, it had been agreed that a joint letter would be issued delineating the areas of collaboration and cooperation among the two organizations. She added that UNFPA was, *inter alia*, supporting the WHO Special Programme of Research, Development and Research Training in Human Reproduction.

199. Regarding the query on FGM, she noted that laws against FGM had been passed in several countries, including Burkina Faso, Ghana, Senegal and Uganda. In the United Republic of Tanzania, sexual violence had been outlawed. A number of other countries around the world had established laws prohibiting violence against women. She stated that UNFPA collaborated with WHO, UNICEF, other United Nations agencies and NGOs in working towards the eradication of FGM. She added that UNIFEM was the Fund's key partner in efforts to prevent violence

against women and UNFPA had provided financial support for the UNIFEM programme in that area.

200. She underscored that UNFPA programmes were focusing on improving quality of care and of services. She noted that reproductive rights were a part of human rights as highlighted in chapter VII of the ICPD Programme of Action. As regards adolescent reproductive health, she stated that at the country level the Fund worked in accordance with the prevailing situation. She referred to the successful pilot programmes undertaken in the Islamic Republic of Iran which were now going to be introduced throughout the country.

201. Concerning the institutionalization of the Global Initiative, she stated that further discussion would be needed. With regard to the private sector, UNFPA was launching a new initiative involving the chief executive officers of leading multinational corporations.

202. Regarding the query on the UNDAF, she noted that UNFPA country offices participated actively in all the CCA and UNDAF activities at the field level. She observed that more work was needed regarding indicators. She added that UNFPA was also looking into ways to better cover population-related questions in the CCA so that the Fund would not be required to conduct a separate exercise.

203. In responding to the query on international migration, she noted that UNFPA had spent a modest amount of time and money on that area. She added that as per the instruction of the Commission on Population and Development, under the auspices of the ACC Task Force on Basic Social Services for All, a technical symposium on international migration had been organized. She observed that international migration was a key aspect of globalization and UNFPA had contributed to studies undertaken on the subject. In terms of overall funding, migration constituted a very small part of the Fund's programme.

204. As regards the resource allocation system, she stated that it would be reviewed in 2000. She noted that preferential treatment was accorded to countries in Category A. Nevertheless, she recognized that some countries in Category B also had acute needs. She agreed that resources in the Latin America and the Caribbean region were under pressure and that debt-servicing imposed a heavy burden on countries.

205. Concerning the Special Ambassadors, she pointed out that they were proving very successful. On a recent trip to the Philippines, Special Ambassador Geri Halliwell had drawn a great deal of attention. Similarly, Special Ambassador Keiko Kishi had made many appearances on television and in public to promote population and reproductive health issues. The Executive Director concluded by thanking the Executive Board for its advice and counsel and noted that UNFPA depended on the Board for its guidance.

206. The Executive Board took note of the report of the Executive Director for 1998 on programme priorities, statistical overview, programme effectiveness, regional and interregional overview (DP/FPA/1999/7 (Part I), (Part I/Add.1), (Part II) and (Part III) with comments made thereon.

207. The Libyan Arab Jamahiriya expressed its specific reservation to any language which suggests that any body of "reproductive rights" exists as international human rights. It stated its understanding that the body of human rights exists only as expressly stated in the universally agreed, binding, human-rights instruments, and that no new universally agreed rights can be created by implication or interpretation. Concerning emergency contraception, the Libyan Arab Jamahiriya objected to the use of the morning-after pill, noting that in the delegation's opinion, which was shared by some respected authorities in the health field, the pill was an abortifacient.

## XIV. WORK PLAN AND REQUEST FOR PROGRAMME EXPENDITURE AUTHORITIES

208. The Deputy Executive Director (Policy and Administration) introduced the two reports before the Executive Board: Work plan for 2000-2003 and request for programme expenditure authority (DP/FPA/1999/9); and Status of financial implementation of country programmes and projects approved by the Governing Council and the Executive Board (DP/FPA/1999/10). He highlighted the salient points of the three main components of the work plan, namely, the resource situation in 1998; the projected income and the proposed utilization of programme resources; and programme expenditure authority of the Executive Director for 2000. He updated the Board on the income projections for 1999 and the work plan. Revised tables E and F for document DP/FPA/1999/9 were distributed to the Board with the new figures. He noted that the Fund now estimated the regular resources income for 1999 at $255 million. This figure did not include the contribution of one of the Fund's traditional major donors, which had figured in the original estimate at $25 million. UNFPA estimated supplementary resources for 1999 at approximately $40 million. This would bring to $295 million the revised estimate for the Fund's total income in 1999. This was approximately $10 million less than the estimate for 1998. In light of the need to revise the income estimates for the work plan period of 2000-2003, the revised estimated income from general resources would be $298 million in 2000; $319 million in 2001; $341 million in 2002; $365 million in 2003, resulting in the total income from general resources of $1,323 million. Based on the recent trends, supplementary resources in the work plan were calculated at $35 million annually, yielding a total income of $1,463 million for the work plan period.

209. The Deputy Executive Director noted that in part to ensure predictable and sustained, if not increasing, resources for the UNFPA-assisted programmes, a new multi-year planning, management and funding framework was being developed. He suggested that once the framework was adopted, it should replace the work plan. In this connection he informed the Executive Board that the Executive Director had set up the Office for Results-Based Management to continue to develop the multi-year funding framework (MYFF). He noted that UNFPA planned to submit the first such framework to the Board at its second regular session in 2000. Referring to document DP/FPA/1999/10, Status of financial implementation of country programmes and projects approved by the Governing Council and the Executive Board, he noted that the financial data showed the degree of timeliness of the implementation of programmes.

210. Several delegations expressed concern about the decline in regular resources in the past three years. Under the circumstances, it seemed overly

optimistic to base the work plan on an income of approximately $300 million in the year 2000, with a projected annual growth of 7 per cent over the remaining three years of the plan. One delegation recommended that the work plan be set at $1.2 billion for the four-year period, 2000-2003. Some delegations noted that it would be more realistic to assume an annual income growth rate of 5 per cent. Another delegation, while appreciating the fact that there would be no carry-forward from 1999 to the new work plan period, pointed out that at last year's annual session the Fund had agreed to review the methodology for the calculation of future income growth rates; however, the estimates for new programmable resources for the work plan period 2001-2003 were once again based on an annual income growth rate of 7 per cent. The delegation added that a realistic assessment of financial circumstances would not shed a negative light on the organization. Another delegation reminded the Board that the reservations it had expressed at the last annual session on income estimates now appeared to be well founded. A number of delegations queried the level of the operational reserve and wondered if it needed to remain at 20 per cent of general resource income for the year. It was suggested that the level of the operational reserve be reviewed. One delegation expressed concern at the increasing percentage of funds allocated to the support budget and asked why support costs could not be held below 20 per cent.

211. A number of delegations expressed confidence that the adoption of the MYFF would stimulate increased resource flows to UNFPA, inter alia, by demonstrating the clear links between programme resources and programme results. One delegation hoped that with the adoption of the MYFF the annual income growth rate would not be limited to 7 per cent but that income would increase more dramatically. Another delegation asked for clarification on the timing of the MYFF. Two delegations welcomed the Fund's high implementation rate and noted that it indicated the Fund's increased ability to assist programme countries. One delegation expressed concern about the tardiness of programmes. Another delegation, while noting the crucial importance of advocacy for the success of all programmes, urged that special attention be given to funding for that core programme area and that, at a minimum, UNFPA protect the existing share of resources allocated to the advocacy function.

212. In his response, the Deputy Executive Director (Policy and Administration) thanked the delegations for their comments. With regard to the gap between actual resources and projected income, he concurred that the Fund had perhaps been too optimistic in its estimates. He noted that while income had been declining over the past three years, the average income over the last ten years had not declined. Thus, the annual income growth rate had been based on the median average increase of income and the figure of 7 per cent had been used. He added that the use of an annual growth rate was essential for planning the intercountry programme and the Technical Support Services system. Hence, it was necessary that the Executive Board provide at least notional figures that could be used for planning purposes. In response to the query on the MYFF, he noted that originally it had been suggested that UNFPA should aim to submit the MYFF to the first regular session 2000; however, at the present time it seemed more realistic that the framework would be submitted to the second regular session 2000. With regard to the operational reserve, he pointed out that it would be reviewed at a later time. He observed that the level of 20 per cent of general resource income for each year had been set by the Board due to the uncertainty

of the Fund's income level and to enable it to meet unexpected income shortfalls. Concerning the support budget he observed it could not be reduced easily. The small percentage increase in the support budget was due to the reduction in regular resources. He underscored that with two exceptions the implementation of country programmes was on target.

213. The Director, Division of Finance, Administration and Management Information Services, further clarified that adjustments to the operational reserve could only be made at the end of the financial year when expenditure figures became available. He noted that the operational reserve was used to handle cash flow requirements given the uncertainty of incoming contributions. He added that during 1999 the Fund had had to draw down from the operational reserve on three occasions. He stated that a review of the operational reserve could be undertaken one year after the adoption of the MYFF and the first pledging session. Underscoring that the Fund's support budget was small and modest, he clarified that while the support budget as a percentage of regular resources had increased, the absolute amount had been reduced by $2 million. With regard to the MYFF, he was pleased to note the progress made in its development and he thanked the Executive Board for its support and guidance. He observed that given the complexity and the evolving nature of the MYFF process, the framework would be presented to the Board at its second regular session 2000. It was noted that following the presentation of the MYFF at the second regular session 2000, pledging could begin and continue until early June 2000. The results of the pledging could then be reported at the annual session scheduled for later in June 2000. It was anticipated that UNFPA and UNDP pledging sessions would be synchronized in 2001.

214. Following the response from UNFPA, one delegation again took the floor and conveyed its thanks for the frank explanations provided by the Fund. The delegation noted that the work plan methodology gave rise to certain problems; furthermore, the fluctuating currency exchange rates added to the problems. For example, the delegate's country had increased its contribution to UNFPA by 18 per cent in national currency but due to the unfavourable dollar exchange rate that increase had amounted to a decrease. The delegation cautioned that the MYFF would be unable to solve such problems and advised that the Executive Board should continue to pay attention to the issues. The delegation wondered if it might be possible for the Board to authorize two expenditure levels, a low ceiling and a high ceiling, which could be used by the Executive Director depending on the level of income. The delegation requested that UNFPA provide further information on the operational reserve at the third regular session 1999.

215. The Deputy Executive Director thanked the delegation for its constructive suggestions and stated that adopting two expenditure levels could serve as a useful interim measure.

216. The Executive Board adopted the following decision:

99/13. UNFPA workplan for 2000-2003 and programme expenditure authority

The Executive Board,

1. **Notes** programme resource planning proposals of the Executive Director as set out in document DP/FPA/1999/9;

2. **Approves** the request for 2000 programme expenditure authority at a level equal to expected new programmable resources for 2000, currently estimated at $224 million, and requests the Executive Director to report to the Executive Board whenever there are any significant increases or shortfalls in estimated income for the year 2000;

3. **Notes** the following estimates of new programmable resources for programme planning for the period 2001-2003: $242 million for 2001, $254 million for 2002 and $267 million for 2003; and requests the Executive Director to reconsider these estimates in the preparation of the multi-year funding framework;

4. **Endorses** the use of new programmable resources for multi-bilateral funding at $35 million per year for the years 2000-2003;

5. **Requests** the Executive Director to report on progress in developing the multi-year funding framework at its first regular session 2000 as envisaged in decision 99/5.

22 June 1999

## XV. INFORMATION AND COMMUNICATION STRATEGY

217. The Director, Information and External Relations Division (IERD) presented an oral report on the implementation of decision 97/13 on the UNFPA information and communication strategy. He highlighted the goals of the strategy at all levels, including at the programme country level to enhance the Fund's institutional capability to present its messages effectively using the best and most cost-efficient media possible. He noted that UNFPA addressed specific problems or goals with appropriate messages aimed at specific target audiences using the most efficient tools, *inter alia*, media, brochures, face-to-face meetings and special ambassadors. The Fund worked with allies where possible, including community and religious leaders, Government officials, celebrities, NGOs and United Nations organizations and agencies. In 1999, with support from the William H. Gates Foundation, for the first time UNFPA had helped to finance a television news film. The Director pointed out that international advocacy was very costly and the Fund had to rely on free broadcast time. The Fund's Face-to-Face campaign had united 18 European NGOs in a coalition to promote reproductive health, gender equality and equity and aid for developing countries. The campaign used Special Ambassadors, to help secure positive public attention and to create empathy and support for key issues of the ICPD

Programme of Action. The Face-to-Face campaign was being expanded to programme countries, using well-known nationals as Special Ambassadors to promote important activities. The Director noted that the main constraints UNFPA faced in carrying out its information, education and communication (IEC) and advocacy activities were a vocal opposition; limited resources; and a small staff. He stated that UNFPA was small; its issues were sensitive; and it was an easy target for opposition groups who frequently misrepresented the Fund's policies and practices and engaged in disinformation tactics. The Director stressed that in spite of those constraints the Fund's advocacy and information activities were improving every year and appeared to be having a greater impact.

218. Several delegations stated that they were impressed and pleased with the Fund's efforts and achievements in the areas of IEC and advocacy. A number of delegations expressed appreciation for what UNFPA had been able to accomplish with its small staff and limited budget. Several delegations commended UNFPA for its use of Special Ambassadors to raise awareness and promote population and development issues, including reproductive health, gender equity and equality and women's empowerment. Two delegations noted that the Special Ambassadors should be used in settings where they could be most effective. It should also be ensured that their efforts were sustainable over a period of time.

219. One delegation, while noting that UNFPA had undertaken effective advocacy using the media, suggested that the Fund should emphasize advocacy through various modes of entertainment. The delegation added that UNFPA should focus on collaborating with the Ministry of Health in each programme country to ensure the inclusion of population and reproductive health information in school text books and materials for adult education. The delegation pointed out that that would enable the Fund to reach a wider audience and concomitantly to dispel misinformation. The same delegation added that given the Fund's involvement in emergency reproductive health, efforts should be undertaken to ensure that the Fund's information and communication strategy was commensurate with the new situations in which UNFPA was working. Another delegation, while observing that it was very pleased that the impact of the Fund's IEC efforts was improving, stressed the need to continue working against disinformation in the area of population and reproductive health.

220. A number of delegations commended UNFPA for undertaking IEC and advocacy efforts in partnership with other United Nations agencies and non-governmental organizations (NGOs). Several delegations were also pleased to note the Fund's use of the Internet and multimedia channels to disseminate information and raise awareness. One delegation inquired about the Fund's experience with IEC in a South-South context. Two delegations sought information on the evaluation of the Fund's IEC and advocacy activities. One delegation asked how the technical report on advocacy was being used at the field level. Another delegation, while commending the many successful advocacy programmes supported by the Fund, noted that a documentary film produced on a literacy and reproductive health programme in Peru, supported by UNFPA, had won a prestigious award at an international film festival in Cuba in 1998. The delegation underscored that the award should be viewed not simply as an award for Peru but as one for the developing world. The delegation added that the award-winning film had also been used by other countries to help raise funds for reproductive health programmes.

221. In his response, the Director, IERD, thanked the delegations for their comments, suggestions and encouragement. He noted that UNFPA was working on advocacy through entertainment modes but that it was an expensive undertaking. He added that the Fund would continue to expand its collaboration with the Ministry of Health and the ministries of development in programme countries. He observed that UNFPA had responded very promptly to the Kosovar refugee crisis and had been able to raise a lot of resources for Kosovar refugees, as well as for refugees in Africa, including those in the United Republic of Tanzania. He noted that all UNFPA-supported programmes included advocacy activities. As regards examples of South-South experience, he observed that in Kenya a music CD entitled "I Need to Know" had been produced by a local recording group under the sponsorship of UNFPA. "I Need to Know" which promotes youth reproductive health education and responsible sexual behaviour had become a hit song in Kenya. It had also gained popularity in Nigeria and became the basis for a weekly television series also entitled "I Need to Know". Similarly, the documentary film on the UNFPA-supported literacy and reproductive health programme in Peru had facilitated fund-raising and programme replication in other programme countries. A film made in Côte d'Ivoire, which had won an award in Montreal, Canada, was being used for advocacy and IEC activities in other countries in Africa.

222. The Director noted that the Fund's Special Ambassadors were kept very busy promoting and advocating population and reproductive health and other key concerns of the ICPD Programme of Action. However, there was no duplication in their activities. He observed that UNFPA collaborated with United Nations organizations and agencies and NGOs in the areas of advocacy and IEC. He stated that the manual on operationalizing advocacy had been sent to all UNFPA country offices and advocacy training was provided to UNFPA Representatives. With regard to evaluations, he noted that UNFPA and several foundations had commissioned an evaluation in 1998 of joint advocacy work with European NGOs. Also, UNFPA conducted a European survey in 1997 and supported a survey in the United States of America in 1998 which would be followed-up in a few years to gauge advocacy impact on public opinion. He added that feedback on publications and advocacy brochures was obtained from end users, including Governments and the media. He underscored that in-depth evaluations generally cost more than the original advocacy activities and were not feasible for a small organization with limited financial and human resources. Nevertheless, UNFPA would continue to evaluate, adjust and do the best, with its limited resources, to effectively implement its information and communication strategy.

223. The Executive Board took note of the oral report on the implementation of the UNFPA information and communication strategy.

## XVI. OTHER MATTERS

### Report on World Trade Organization initiative for least developed countries

224. The Assistant Administrator and Director of the Bureau for Development Policy gave an oral progress report on the activities of UNDP and other co-sponsoring agencies on the initiative to implement the Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries. She noted

that globalization and economic liberalization were among the defining trends in today's world. Most countries had adopted measures to liberalize their economies but liberalized trade was not sufficient. In addition, countries must have sound macroeconomic policies and good governance, factors that would allow international trade to be an engine for growth and sustainable human development.

225. UNDP was playing an important role as a co-sponsoring organization of the Integrated Framework by helping to rethink linkage and feedback mechanisms between globalization and sustainable human development. An information note on progress achieved with regard to the goals was distributed. A key achievement was that out of 48 LDCs, 40 had submitted needs assessments, for which integrated responses had been prepared. Moving to the next step, the preparation of multi-year technical assistance programmes, a number of challenges included coordination issues at the national level, including relations between public administration, civil society and the business community, issues of prioritization within national strategies and timing and sequencing of trade liberalization.

226. At the country level, UNDP had initiated preparation of the multi-year technical assistance programmes in Angola, Gambia, Guinea, Haiti, Maldives and Mali. Steps had been taken to enhance cooperation between co-sponsoring agencies through the establishment of a website and exchange of information on best practices, consultants, joint programming and peer reviews. Other activities included an UNCTAD-UNDP workshop in South Africa to prepare positions for the World Trade Organization third ministerial meeting. Several countries had given official notification about actions taken in benefit of trade and increased market access. However, resources were needed to ensure the successful implementation of the Integrated Framework. The Assistant Administrator underlined the need for a fundamental commitment to pursuing the benefits of trade and of recognizing the special needs of the LDCs. If a rule-based multilateral trade system was to succeed, then the next round of negotiations must consider trade and development as intimately linked areas.

227. One delegation, highlighting the importance of the issue, welcomed the role of UNDP. The speaker stated that UNDP should serve mainly as a facilitator, concentrating on coordination among organizations and facilitating the participation of LDCs, a process that seemed to be already in place. It was observed that in some LDCs, trade was not given the attention it deserved, such as in the round-table and Consultative Group processes, where Ministries of Finance took the lead. The speaker noted that her country would give special attention to trade-related cooperation in its bilateral relations with LDCs and encouraged others to do the same.

228. Another delegation thanked UNDP for the information provided and the progress made and welcomed similar briefings in the future.

229. The Assistant Administrator noted that UNDP shared the observation regarding the need for more participation from trade ministries in round-table and Consultative Group meetings, a matter that UNDP and its partners continued to advocate in its discussions with countries.

230. The Executive Board took note of the oral report on the World Trade Organization initiative for least developed countries.

## Joint United Nations Programme on HIV/AIDS

231. The oral progress report on the activities of UNAIDS in 1998 as they related to UNDP and UNFPA was postponed to the third regular session 1999.

## Closing remarks

232. In her closing statement the Executive Director thanked the Executive Board for its constructive and positive guidance. She noted that UNFPA depended on the counsel and direction of the Board. She reiterated the need for increased resources and was pleased to note that the issue of resources had been a focus of the Board's concerns during the year. She thanked the Board for its efforts towards implementing the multi-year funding framework, which provides an important strategic planning and programming tool. She also thanked the Executive Board members for their kind words and supportive remarks about the importance and effectiveness of the UNFPA programme. She underscored that the Fund's staff, both at headquarters and in the country offices, was very committed and dedicated. She noted that the Board should keep in mind the work load associated with the Executive Board sessions and with other legislative bodies and the multiple reporting requirements that UNFPA had to comply with. Given the Fund's small secretariat and staffing, it was often a great challenge for UNFPA to prepare for the Board sessions. She suggested that no more than two policy papers per year should be requested so as to allow for a better dialogue with the Board, and in order not to take away time from the Fund's programme delivery work.

233. The Executive Director concluded by thanking the President, the Bureau and all members of the Executive Board for an excellent annual session. She thanked the interpreters, the Conference Services staff, all staff in the secretariat, including UNDP colleagues for having ensured that the session flowed smoothly. She expressed her special thanks and appreciation to those members of the Executive Board who were leaving to go to other posts -- Aloisa Wörgetter (Austria), Rolando Bahamondes (Canada), Hans Lundborg (Sweden), Dino Beti (Switzerland) and Shirlee Pinkham (United States of America).

234. The Assistant Administrator and Director of the Bureau for Resources and External Affairs made brief closing remarks and recognized those Executive Board members who would be leaving New York before the following session.

235. The Vice President, Mr. Kwabena Osei-Danquah (Ghana), thanked the Executive Director of UNFPA for her advocacy on behalf of the Fund and for the cooperation of UNFPA before and during the session. He extended the Executive Board's warmest regards to the Administrator and thanked him for all of his support to the Executive Board. He also thanked the Board members and observers, the secretariat, the conference officers and interpreters.

236. The Executive Board concluded its work by adopting the following decision:

### 99/14. Overview of decisions adopted by the Executive Board at its annual session 1999

*The Executive Board*,

*Recalls* that during the annual session 1999 it:

#### ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its annual session 1999 (DP/1999/L.3/Rev.1) as orally amended;

Agreed to the following schedule of future sessions of the Executive Board in 1999 and 2000 subject to the approval of the Committee on Conferences:

| | |
|---|---|
| Third regular session 1999: | 13-17 September 1999 |
| First regular session 2000: | 24-28 January 2000 |
| Second regular session 2000: | 3-7 April 2000 |
| Annual session 2000: | 13-23 June 2000 (Geneva) |
| Third regular session 2000: | 11-15 September 2000 |

Agreed to the subjects to be discussed at the third regular session 1999 of the Board, as listed in the annex;

Adopted decision 99/8 of 15 June 1999, Expression of appreciation to Mr. James Gustave Speth, Administrator of the United Nations Development Programme, 1993-1999;

## UNDP SEGMENT

#### ITEM 2: ANNUAL REPORT OF THE ADMINISTRATOR

Took note of the annual report of the Administrator for 1998, including the report on the reports of the Joint Inspection Unit, the statistical annex and the review of the global cooperation framework (DP/1999/15; DP/1999/15/Add.1; DP/1999/15/Add.2; DP/1999/CRP.7);

#### ITEM 3: UNITED NATIONS REFORM

Took note of the report of the Administrator on UNDP and United Nations reform (DP/1999/16);

### ITEM 4: EVALUATION

Took note of the report of the Administrator on UNDP evaluation activities (DP/1999/17);

### ITEM 5: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Took note of the note by the Administrator on assistance to Myanmar (DP/1999/18);

### ITEM 6: INFORMATION AND COMMUNICATION STRATEGY

Adopted decision 99/10 of 22 June 1999 on UNDP corporate communication and advocacy strategy;

### ITEM 7: RESOURCE MOBILIZATION

Took note of the interim report on the implications of the funding strategy for UNDP-associated funds and programmes (DP/1999/20);

### ITEM 8: TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES

Adopted decision 99/11 of 22 June 1999 on technical cooperation among developing countries;

### ITEM 9: UNITED NATIONS OFFICE FOR PROJECT SERVICES

Adopted decision 99/12 of 22 June 1999 on the annual report of the Executive Director on the activities of the United Nations Office for Project Services;

Took note of the report of the Executive Director on follow-up to recommendations of the report of the Board of Auditors (DP/1999/24); and requested the Executive Director to provide the Executive Board at its annual session 2000 with an updated overview of the implementation of the recommendations of the Board of Auditors;

Took note of the report of the Executive Director on the report of the Joint Inspection Unit (DP/1999/25);

### ITEM 14: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 99/9 of 16 June 1999 on UNDP financial risk management; review of operational reserve;

## UNDP/UNFPA SEGMENT

### ITEM 10: INTERNAL AUDIT AND OVERSIGHT

Took note of the reports on internal audit and oversight activities of the United Nations Development Programme, the United Nations Office for Project Services and the United Nations Population Fund (DP/1999/23; DP/1999/22/Add.2; DP/FPA/1999/8);

### ITEM 15: FIELD VISITS

Took note of the report on the field visit to Brazil (DP/1999/CRP.8);

## UNFPA SEGMENT

### ITEM 11: REPORT OF THE EXECUTIVE DIRECTOR FOR 1998

Took note of the report of the Executive Director for 1998 on programme priorities, statistical overview, programme effectiveness, regional and interregional overview (DP/FPA/1999/7 (Part I), (Part I/Add.1), (Part II) and (Part III)) with comments made thereon;

### ITEM 12: WORK PLAN AND REQUEST FOR PROGRAMME EXPENDITURE AUTHORITY

Adopted decision 99/12 of 22 June 1999 on the UNFPA work plan for 2000-2003 and request for programme expenditure authority;

Took note of the report of the Executive Director on the status of financial implementation of country programmes and projects approved by the Governing Council and the Executive Board (DP/FPA/1999/10);

### ITEM 13: INFORMATION AND COMMUNICATION STRATEGY

Took note of the oral report on the implementation of the UNFPA information and communication strategy;

### ITEM 16: OTHER MATTERS

Took note of the oral report on the World Trade Organization initiative for least developed countries;

22 June 1999

Annex

## DRAFT WORK PLAN
## EXECUTIVE BOARD OF UNDP/UNFPA
## THIRD REGULAR SESSION 1999
## (13-17 SEPTEMBER 1999)

| DAY/DATE | TIME | ITEM | ACTION/ INFO | SUBJECT |
|---|---|---|---|---|
| MONDAY 13 SEPT | A.M. | 1 | A | Organizational matters: Agenda for the session, reports on the second regular session and annual session 1999, list of items to be taken up in 2000. |
| | | 2 | | UNDP segment |
| | | | | UNDP: Financial, budgetary and administrative matters |
| | | | A | - Multi-year funding framework, 2000-2003 |
| | | | A | - Budget estimates for the biennium 2000-2001 |
| | | | A | - Annual review of the financial situation, 1998 |
| | | | I | - Review and revision of UNDP Financial Regulations and Rules |
| | | | I | - 1998 annual statistical report, including procurement of goods and services |
| | | | I | - Information on the United Nations system technical cooperation expenditures 1998 |
| | | | I | - Information on the United Nations system technical cooperation expenditures 1998: explanatory notes |
| | P.M. | 2 | | UNDP: Financial, budgetary and administrative matters (continued) |
| TUESDAY 14 SEPT | A.M. | 2 | | UNDP: Financial, budgetary and administrative matters (continued) |

| DAY/DATE | TIME | ITEM | ACTION/ INFO | SUBJECT |
|---|---|---|---|---|
| TUESDAY 14 SEPT | P.M. | | | UNFPA segment |
| | | 6 | | UNFPA: Financial, budgetary and administrative matters |
| | | | A<br>A | - Biennial support budget<br>- Annual financial review, 1998 |
| WEDNESDAY 15 SEPT | A.M. | 6 | | UNFPA: Financial, budgetary and administrative matters (continued) |
| | P.M. | 5 | | UNOPS: Financial, budgetary and administrative matters |
| | | | A<br>A<br>I<br>A | - Revised budget estimates for the biennium 1999-2000 and budget estimates for the biennium 2000-2001<br>- Appropriateness of the operational reserve (97/21)<br>- ACABQ report on UNOPS<br>- Responsibility of UNOPS for personnel matters (99/12) |
| THURSDAY 16 SEPT | A.M. | 4 | | Special funds and programmes |
| | | | A | - United Nations Capital Development Fund (97/8) |
| | P.M. | 7 | | UNFPA: Technical support services |
| | | | A | - TSS future options (98/6) |
| FRIDAY 17 SEPT | A.M. | 3 | A | UNDP: Country cooperation frameworks and related matters |
| | P.M. | 8 | A | UNFPA: Country programmes and related matters |
| | | 9 | I | Other matters |

# Part four

# THIRD REGULAR SESSION

## Held at United Nations Headquarters from 13 to 17 September 1999

## I. ORGANIZATIONAL MATTERS

1. The Vice President, H. E. Mr. John Ashe (Antigua and Barbuda), opened the meeting, noting that the President, H. E. Mr. Asda Jayanama (Thailand), had expressed regrets for his absence, which was due to his participation in a meeting in Bangkok.

### Welcome to the new Administrator

2. The Vice President welcomed the new Administrator, on behalf of the entire Executive Board. Although many Board members had met him informally at the annual session, the current session was his first in an official capacity. He wished to pay a tribute to his leadership and welcomed him most warmly. The Executive Board recognized the Administrator's distinguished record, both within and outside the United Nations. His dedication to development cooperation was well noted and for that reason, the Executive Board expected a fruitful partnership with him. The Administrator had joined UNDP at a critical time, when support for official development assistance was wavering, and at the same time, the needs of programme countries were growing. The Board had heard many statements of support for the work of UNDP in programme countries as well as expressions of the hope that the organization could make a difference in the lives of those living in poverty. However large the challenges ahead seemed, from what the Board had seen, the Administrator was well-suited to the tasks at hand. The Vice President underlined the complete support of the Executive Board for the goals shared with the Administrator in development cooperation, in particular the commitment to bettering the lives of people in programme countries through a strong and efficient UNDP. The Board looked forward to working closely with the Administrator in the years to come.

3. The Executive Director of UNFPA welcomed the new Administrator and wished him every success in his important and challenging job. She noted that for many years UNFPA had a close and fruitful working relationship with him, for example, in the integrated and coordinated follow-up to United Nations global conferences, in the course of which both she and he had each chaired an inter-agency task force within the Administrative Committee on Coordination.

4. Reaffirming the close cooperation that existed between UNFPA and UNDP, the Executive Director observed that the two organizations had worked hand in hand, not only in the Executive Board sessions, but also in a number of areas of mutual interest. Population and development were two areas which complemented each other and, undoubtedly, in the new millennium, those two areas would continue to require the collective cooperation of both organizations in meeting the challenges that lay ahead. She underscored that as a member of the Executive Committee of the United Nations Development Group (UNDG), together with the other organizations in UNDG, UNFPA looked forward to working with the Administrator, in continuing the excellent work already begun by his predecessor.

5. The Executive Director applauded the Administrator for the immediate steps he had taken to speak up eloquently and strongly for the cause of development, multilateralism and the United Nations, and especially the need for resources. She concluded by stating that UNFPA looked forward to excellent collaboration with the Administrator and his team in the months and years to come.

Agenda and work plan

6. The Secretary of the Executive Board elaborated on the elements contained in document DP/1999/L.4, the provisional agenda, annotations, list of documents and work plan for the session. She noted that the following documents had been issued in addition to those listed in DP/1999/L.4: DP/1999/29/Corr.1, amending Executive Board decision 99/11; DP/1999/CRP.12, on the strategic results framework; DP/1999/42, on the United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE); and DP/1999/CRP.13, on the responsibility of the United Nations Office for Project Services in personnel matters. She noted that DP/1999/CRP.10, on the special audits of UNDP information systems and change management expenditures, would not be issued, as the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) contained in document DP/1999/33 included the relevant information on those audits. She noted that some documentation had become available in the other language versions only that morning. The delay was due to the very high workload of Conference Services during the summer months while documentation for the General Assembly session was being prepared.

7. The Secretary noted that an informal meeting of the Executive Board would be held on the afternoon of 14 September, owing to the opening of the General Assembly on that afternoon. The Administrator would also meet with the Board informally on that afternoon with his Transition Team. Other informal meetings included briefings on the twentieth anniversary of UNDP/China cooperation, the Semipalatinsk programme in Kazakhstan, and the evaluation report on the United Nations Capital Development Fund by the team leader.

8. The Executive Board approved the agenda and work plan for its third regular session 1999 (DP/1999/L.4), as orally amended.

9. The Executive Board approved the report on the second regular session 1999 (DP/1999/13).

10. Approval of the report on the annual session (DP/1998/28) was postponed to the first regular session 2000, pending its issuance in the other language versions.

11. The Executive Board agreed to the following schedule of sessions of the Executive Board in 2000, subject to the approval of the Committee on Conferences:

| | |
|---|---|
| First regular session 2000: | 24-28 January 2000 and<br>31 January 2000*<br>(*Joint session with UNICEF Executive Board) |

Second regular session 2000: 3-7 April 2000

Annual session 2000: 13-23 June 2000 (Geneva)

Third regular session 2000: 11-15 September 2000

12. The Executive Board agreed to the preliminary list of items to be discussed at its first regular session 2000, as contained in the annex to decision 99/25.

13. The Executive Board agreed to the list of items for 2000 (DP/1999/CRP.11) to be included in the draft work plan for 2000.

14. The Secretary of the Board noted that under item 4, on financial, budgetary and administrative matters at the first regular session 2000, the Board would be invited to take up the revised UNDP financial regulations and rules. An explanatory note and two annexes, including the draft revised financial regulations and rules, had been distributed at the current session. The note would be the basis of the official document to be issued for consideration at the first regular session 2000. Distribution of the draft revised financial regulations and rules at the current session would allow the Board to engage in informal consultations on the matter if needed.

## UNDP segment

## II. FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

15. The Administrator introduced the item. He underlined the need to put back in place the foundations of trust between programme countries and donors, between Governments and management and between management and staff, elements that would be required if UNDP was to be rebuilt. He gave an overview of the financial situation, in which core resources had been declining steadily for some five years, with contributions for 1999 at about $718 million, down from about $1.2 billion in 1992. A zero-growth biennial support budget was being submitted to the Board, incorporating a further reduction of $27.1 million as compared with the previous budget. The continuing decline in donor contributions meant that UNDP country offices had been instructed to cut their TRAC (target for resource assignment from the core) funds by 20 per cent for the year 2000. He noted that the programme had been slipping since 1996 when resources initially covering three years had been stretched to include a fourth year. The multi-year funding framework (MYFF) had not provided the more stable and predictable payment of contributions that had been promised. All those factors meant a good deal less for actual poverty work.

16. As he had noted, the drop in donor contributions to UNDP would mean that actual income projections were down to $718 million in 1999. Budget cuts, he emphasized, had undermined UNDP because, although healthy reform had taken place, the organization had been hollowed out, without recruitment, training or investment in staff. A strong UNDP needed a high level of political commitment

in both donor and programme countries alike, to development, the role of the United Nations in development cooperation and UNDP itself.

17. He asked that the Board approve the proposed biennial budget for 2000-2001. He reserved the right, following completion of the organization's own internal work on the new business plan and further consultation with the Executive Board and authorities in capitals, to revert to the Board if there was a case for and support for further resources.

18. In addition, the Administrator underlined the importance of the MYFF and the strategic results frameworks (SRFs) as management tools. He also cited the damage that had been done owing to many budget cuts and emphasized that there must be a broad political re-commitment to the organization. In that regard, UNDP needed to reach out to heads of Government and to the public to build political support for development cooperation. He cited the support for UNDP he had witnessed during recent trips to Japan and China, and at the Summit of the Organization of African Unity held in Algiers, as well as in Washington among members of Congress. NETAID was an important new initiative aimed at building a global constituency of development activists that included partnership between UNDP, international and non-governmental organizations (NGOs), the corporate sector through Cisco Systems, and the entertainment community.

19. The mission of UNDP was clear: to be at the forefront of the fight for poverty reduction and to champion the international targets developed in the global conferences. The organization's activities needed to be sharpened and clarified, with those that were no longer relevant discarded. A fundamental principle was the confidence and trust that Governments placed in UNDP to provide impartial and objective advice and support. The trusted advisory and support role of UNDP was being called on increasingly in many countries. Post-conflict situations presented special governance challenges, but UNDP also needed to organize for pre-governance assistance. Innovative partnerships and fund-raising strategies were required, those that went to the heart of the United Nations coordination role and beyond it, to promote new private partnerships and funding strategies for programme countries' development needs. UNDP had an indispensable global and national advocacy role on human development and poverty issues, including through the Human Development Report and its national counterparts.

20. The Administrator emphasized the difficult situation faced by UNDP in terms of its staff development, training and recruitment, which had been severely curtailed during the previous four years. Cost-savings would be identified as functions were narrowed and deepened. New investments would be made to create a first-class, global development organization judged by the power of its ideas and advice. Those investments would help to transform the organization. The Administrator was confident that UNDP could achieve much if the Board instilled its trust and resources in the organization, one that the world and the world's poorest deserved.

21. The Board had before it the following documents submitted by UNDP under item 2: multi-year funding framework, 2000-2003: report of the Administrator (DP/1999/30) and the strategic results framework (DP/1999/CRP.12); budget estimates for the biennium 2000-2001: report of the Administrator (DP/1999/31);

report of the Advisory Committee on Administrative and Budgetary Questions on the UNDP budget estimates for the biennium 2000-2001 (DP/1999/33); annual review of the financial situation 1998 as well as detailed statistical information (DP/1999/32 and Add.1); annual statistical report 1998, including procurement of goods and services (DP/1999/34); information on United Nations system technical cooperation expenditure 1998 and explanatory notes (DP/1999/35 and Add.1) and United Nations Revolving Fund for Natural Resources Exploration: report of the Administrator (DP/1999/42).

22. Delegations thanked the Administrator for his opening statement and UNDP for the documentation submitted.

## Multi-year funding framework, 2000-2003

23. Many delegations welcomed and expressed their support for the report on the multi-year funding framework (MYFF) for 2000-2003 (DP/1999/30) and the strategic results frameworks (SRFs) (DP/1999/CRP.12). Many speakers congratulated UNDP on the work accomplished on the MYFF and SRFs within a short time-frame and underlined the positive collaboration between headquarters and the country offices. Several speakers described UNDP as part of the vanguard of reform. The process of informal consultations with the Executive Board was praised.

24. Many speakers noted that the MYFF, with its introduction of results-based management, would be an excellent mechanism for organizational change, including through more targeted and focused development interventions. In that regard, it was essential that UNDP work in areas where it had a comparative advantage. UNDP was clearly emerging as a catalyst and facilitator in the field of development cooperation. Some delegations noted that the work of UNDP would dovetail with that of the World Bank, NGOs and private foundations in programme countries. In particular, work with the World Bank was welcomed in the areas of globalization, investments, and long-term development strategies. The SRFs were seen as building blocks that provided an opportunity for programme countries.

25. One delegation underlined the key role of UNDP in countries with economies in transition and hoped that the role of the organization would not be undermined by the continued decline in its financial situation. UNDP had a role to play not only in market development, but also in the creation of legal structures and regulatory frameworks as well as building a positive environment for sustainable human development.

26. Several delegations considered that the MYFF had provided a framework to guide UNDP activities in future years. The organization had provided leadership in the overall context of reform through the MYFF process. It therefore became critical that funding should not be subject to a wait-and-see policy by the main donors. One delegation underlined that the Administrator must grasp opportunities that the MYFF offered, in ensuring prioritization of UNDP work. If core resources did not increase to the targeted level, then UNDP needed to be able to come up with a contingency plan. Some speakers emphasized the fact that the MYFF was still a "work in progress", with room for adjustments and fine-tuning. For that reason, some speakers stated that they would avoid making detailed comments at that stage.

27. Some delegations noted that the categories of activities were broadly defined. One delegation stated that the five categories of programmatic activities needed to be more closely defined in order to enhance strategic management within UNDP and narrow the focus of the organization's interventions. The same delegation informed the Board that decision-making with regard to future financial support would be directly linked to narrowing the focus.

28. On specific elements of the framework, one delegation suggested that there be further articulation of the areas of good governance and coordination of United Nations development efforts. Some delegations stated that a better analysis of the approach to and the role of partnerships was needed, in particular to capture the impact of interventions in areas such as advocacy and capacity-building. The coordination role of UNDP must also be made more effective and output-driven.

29. Many speakers said that meaningful indicators needed to be established so that the contributions of UNDP could be effectively measured. Some delegations emphasized that the use of indicators should be conducted closely with country-level partners, given the lack of agreed standards for indicators. Internationally agreed standards, such as those adopted at global conferences, could be utilized. Some speakers suggested that a more detailed dialogue on indicators was needed.

30. Several speakers underlined the key role of UNDP in the transition from emergency to development, particularly in the early stages. One delegation stated that its Government's independent study of UNDP country-level operations showed that the organization was well-placed to play a role in the early post-conflict stage. Another speaker, expressing his delegation's intention of providing financial support, stated that UNDP should play a major role in peace-building in Kosovo.

31. Several delegations underlined that UNDP must achieve the annual funding target of $1.1 billion in core resources as agreed in Executive Board decision 98/23. UNDP could clearly not deliver to programme countries if it was not supported with adequate funding. The fact that resources were going downward while demands on UNDP were increasing was of particular concern. The 20 per cent reduction in the TRAC allocation was very troubling. One speaker stated that the Administrator should work with the Secretary-General to mobilize international public opinion, NGOs and civil society to reverse the negative funding trends to development assistance. Several speakers emphasized that annual increases in core contributions must be achieved until the target was reached.

32. One delegation stated that it would increase its 1999 contribution to UNDP by more than 10 per cent, based on the outcome of internal studies it had conducted on UNDP country-level operations and on UNDP/World Bank relations. That delegation also emphasized that the ownership of the MYFF by UNDP headquarters and country offices should be complemented by donor Governments. Several speakers drew particular attention to the need to broaden the donor base and called for more equitable budget sharing among donors. Two delegations announced that they planned to maintain their 1999 contributions to the UNDP core budget for 2000 and 2001. One delegation emphasized that the only way to

reverse the downward trend in voluntary core funding was for UNDP to demonstrate its impact in poverty eradication and progress towards the achievement of international development targets in programme countries.

33. Several delegations inquired as to how non-core activities would be included in the MYFF classifications. One delegation stated that the results-oriented annual report (ROAR) should link programme and non-programme categories within an overall country allocation covering core and non-core resources to provide information on the use of all UNDP resources.

34. With regard to non-core funding, one speaker underlined that cost-sharing programmes were a prime example of how UNDP could serve as a catalyst, facilitator and adviser. It was thus inconsistent to attack government cost-sharing as a development modality while supporting a MYFF that sought to make UNDP programmes function in the way UNDP was already functioning in countries with strong cost-sharing activities. Another speaker stressed its strong concern with the cost-sharing modality as UNDP seemed to be operating as an executing agency and thus outside its mandate.

35. Several speakers underlined the need to share experiences among UNDP and its bilateral partners in results-based management, including the development of indicators.

36. With regard to the ROAR, one delegation underlined that the focus for in-depth reporting should be on areas in which UNDP interventions added value and reflected comparative advantage. Each ROAR should demonstrate the real focus and impact of UNDP activities while acknowledging weaknesses and inadequacies as well as make recommendations on areas where programmes should be adjusted. Another delegation noted that the first ROAR would not be able to incorporate the Administrator's vision, as it would be based on results received prior to the Transition Team report. That delegation also stated that revised options with regard to timing and reporting on the MYFF should be examined by the Bureau of the Board. Another delegation raised a query regarding the timing of presenting the results of the MYFF in 2003, while at the same time adopting the MYFF for the following four-year period.

37. Another delegation underscored the importance of strategic alliances between UNDP and other organizations, suggesting that the ROAR be used as an instrument capable of capturing such alliance building and showing results achieved in that respect. In that way, the ROAR should serve as a means for resource mobilization. The ROAR should also be able eventually to reflect the vision of UNDP and provide hard evidence of UNDP contributions to development cooperation.

## Budget estimates for the biennium 2000-2001

38. Delegations expressed their support for the budget estimates submitted in document DP/1999/31. The zero nominal growth budget was welcomed.

39. Several delegations noted observations of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) expressed in its report on the UNDP budget estimates for the biennium 2000-2001 (DP/1999/33). In particular,

several speakers cited the caveat contained in paragraph 8 of DP/1999/33, in which ACABQ noted that the income scenario upon which the budget proposal for 2000-2001 was based might be somewhat unrealistic owing to announced reductions by major donors and the strengthening of the dollar.

40. Some speakers suggested that the support budget might have to be reconsidered in 2000, on the basis of available resources and the recommendations of the Transition Team. One delegation suggested that the budget could be reconsidered in order to release funds for further quality improvement and to redirect funds to essential programme activities.

41. The same delegation suggested that UNDP could find additional savings, in particular at headquarters, by offering separation packages and subsequent release of funds to strengthen programme implementation in key areas. Several speakers stressed the importance of further decentralization, full cost recovery for extrabudgetary activities, or, as called for by one delegation, full cost recovery with an additional contribution of extrabudgetary activities to UNDP general resources, and full and timely payment of government local office costs (GLOC). One delegation underlined the need to halt the upward trend in operating costs for programme countries, in particular in the light of the TRAC reduction.

42. Two delegations requested that the key strategic role of the regional bureaux be preserved and one delegation also noted the critical role of the Bureau for Resources and External Affairs. One speaker expressed concern about any further staff reductions in the Arab States region. Another speaker noted that, based on the staffing formula of the United Nations Volunteers programme, its budget should not have been decreased. Another speaker offered to host the representatives of all United Nations procurement officials and supply divisions during a five-day conference in Saudi Arabia.

Response by UNDP

43. The Administrator noted with great pleasure the support from all quarters for the budget estimates for 2000-2001 and the MYFF. He had taken careful note of comments regarding the need for financial prudence and statements that the budget could begin but must be matched with the necessary pledges. As many had noted, the budget would have to be reviewed in the light of the findings of the Transition Team and funding levels. He had heard the common frustration in programme and donor countries regarding the fall in official development assistance. He had also noted the concerns about indicators used in the MYFF process and with regard to avoiding micro-management. The MYFF needed to be an effective tool and means for reporting back to the Executive Board on outputs and meeting strategic goals. It should not impose a form of conditionality or method of control that did not reflect the priorities of programme countries. UNDP would report to the Executive Board on the total management of the organization, not on the micro-details. On the issue of core versus non-core funding, he noted that the views of delegations had varied greatly. All comments had demonstrated a tremendous overall extension of support to the UNDP administration, in particular the team led by the Assistant Administrator, Bureau for Planning and Resource Management, who had worked on the MYFF. The Transition Team report would be completed in the coming months, followed by

agreement on management goals in different sectors, including both internal goals and external output goals on development effectiveness. The work needed to be tied to the MYFF in a single exercise. If UNDP came back with some different views on strategic priorities, that would be included in the evolving targets of the MYFF. He noted that the review of UNDP 2001 would also take place in late-1999. Another input was the staff survey, which had received a 50 per cent response rate. It was hoped that by the end of 1999 there would be a clear idea of what organizational changes would take place, including with regard to staff, location of staff, training, voluntary departures, and the need to resume new recruitment. Whatever the size of the organization, management norms with regard to training, retraining and new recruitment could no longer be ignored. The Administrator stated that he believed UNDP could return to the Board with a provocative business plan that built on the discussion held at the current session and consistent with the goals and mission of the organization. It was a watershed moment, as UNDP was on the edge of its very existence and it was impossible to proceed with business as usual. The organization had to regain the trust of donors and its effectiveness at the country level to build financial and political support.

44. The Assistant Administrator and Director, Bureau for Planning and Resource Management, thanked the Board for its comments and questions. The support and encouragement the Board had provided made a large difference in implementing such a large and complex exercise as the first MYFF. He noted that many delegations had stated that it was still a work in progress, that UNDP was on the right track and that there was a need for continued learning, refinements and quality improvements. UNDP would incorporate comments made at the current meeting and at the informal sessions on indicators and terminology to ensure full consistency with texts of international agreements. The invitations to continue working together in partnerships in the Board and at the country level were welcomed, especially with regard to difficult topics such as indicators for soft interventions and expressions of value for partnerships. In response to the query raised regarding alignment of organizational and staff competencies with regard to UNDP advisory, facilitation and partnership roles, he noted that UNDP had a set of competencies defined as combinations of technical skills, working methods, behaviours and attitudes which would continuously have to be developed. The MYFF provided a strategic tool in that regard for a careful review of evolving competency requirements. He looked forward to further discussion of the MYFF in the informal meetings, including on the ROAR and its timing in 2000. He noted that the issue of administrative ratios had been raised. UNDP agreed with the value of such measures to benchmark organizational performance from year to year, as well as comparing UNDP, with all the necessary caveats, with similar organizations. That issue would be taken up in the informals along with comments and questions on cost recovery and staffing issues. On one issue with regard to staffing, he reassured the Executive Board that low income and least developed countries would be protected to the maximum extent from staff cuts at the country level. The Assistant Administrator thanked all members for their efforts to ensure timely payments for voluntary contributions and GLOC, especially the seven OECD/DAC donors which had paid in full and the donors which had submitted partial payments, and expressed the hope that the five remaining donors would soon send in their contributions. UNDP was pleased that some 40 programme countries had increased their pledges in 1999 and he thanked them for their efforts to ensure GLOC payments. Timely payments were

very important, as the UNDP liquidity situation was of concern, with the expectation of cash flow problems in January 2000 and the likely need to dip into the reserve for the first time in many years. He expressed appreciation to the Government of Saudi Arabia for their offer to host a meeting of procurement officials from the United Nations, which would be coordinated though the Inter-Agency Procurement Services Office.

45. The Executive Board took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the UNDP budget estimates for the biennium 2000-2001 (DP/1999/33), the annual review of the financial situation 1998, as well as detailed statistical information (DP/1999/32 and Add.1), the annual statistical report 1998, including procurement of goods and services (DP/1999/34) and the report on information on the United Nations system technical cooperation expenditure 1998 and statistical annex(DP/1999/35 and Add.1) and adopted the following decision:

### 99/23. UNDP: multi-year funding framework and support budget estimates for the biennium 2000-2001

The Executive Board

## A. MULTI-YEAR FUNDING FRAMEWORK

1. Reaffirms its decisions 98/23 and 99/1;

2. Takes note of the report of the Administrator on the multi-year funding framework 2000-2003 (DP/1999/30) and the strategic results framework (DP/1999/CRP 12);

3. Welcomes the significant achievement of UNDP both at headquarters and in the field in developing the multi-year funding framework

4. Recognizes that the multi-year funding framework integrates programme objectives, resources, budget and outcomes with the objective of increasing core resources and enhancing their predictability;

5. Expresses its deep concern about the continuing overall decline in the level of core resources and the continuing overdependence on a limited number of donors;

6. Notes with appreciation the efforts of those Governments that have maintained, maintained at a high level or increased their core contributions to UNDP, and encourages all countries, in particular the donors, and other countries in a position to do so, to increase their contributions and to pay their contributions on schedule to help to put UNDP funding on a predictable, continuous and assured basis and to reach the annual funding target of $1.1 billion;

7. Requests the Administrator, in consultation with the Executive Board, to continue to develop and refine the multi-year funding framework as a strategic management tool, keeping in view decisions 94/14, 98/1, 98/3 and

98/23, to enhance the visibility and focus of UNDP at the corporate and country levels, taking into account the views expressed by the members of the Executive Board at the third regular session 1999;

8. Also requests the Administrator to continue to conduct informal consultations with the Executive Board on the further implementation of the multi-year funding framework cycle, including the development of suitable indicators for measuring outcomes and results, the scope and content of the reporting system, which will start with the submission to the Executive Board of the first results-oriented annual report, for reporting on results and priority areas of the mandate of UNDP such as the eradication of poverty, to define clearly the outcomes and results of UNDP programmes;

9. Further requests the Administrator to enable full participation of programme countries in the elaboration, monitoring and reporting of the strategic results framework;

10. Requests the Administrator to submit to the Executive Board at its annual session 2000 proposals for revising and updating the multi-year funding framework, as required, indications of how lessons learned from one multi-year funding framework cycle will be taken into account in the subsequent cycle and proposals for the structure and timing of the multi-year funding framework report;

11. Also requests the Administrator to submit every year, at the third regular session, an updated resources allocation framework on the basis of table 4, included in the integrated resources framework (see DP/1999/30, chap. V);

12. Further requests the Administrator to submit strategic results and integrated resources frameworks, as appropriate, for the funds administered by UNDP and to incorporate them into the multi-year funding framework;

## B. BIENNIAL BUDGET

13. Takes note of the report of the Administrator on the biennial support budget estimates for the biennium 2000-2001, which is an integral part of the integrated resources framework of the multi-year funding framework, as contained in document DP/1999/31, as well as the concerns expressed by delegations during the formal session;

14. Approves the proposals by the Administrator, as contained in paragraphs 38 to 47 of document DP/1999/31, on post resources allocated to country offices by region;

15. Approves the proposal by the Administrator, as contained in paragraphs 48 to 55 of document DP/1999/31, on contributions towards local office costs and, prior to any decision being taken relating to the aforementioned paragraphs, takes into account the following provisions:

(a) UNDP must fully consult with Governments on costs associated with the UNDP local office structure;

(b) Contributions towards local office costs could be met through the mechanisms outlined in paragraphs 52 and 53 of document DP/1999/31;

16. Requests the Administrator to consult with programme countries as to other modalities of meeting government local office costs obligations and report to the Executive Board thereon;

17. Approves the proposal by the Administrator, as contained in paragraphs 112 and 113 of document DP/1999/31, on the United Nations House programme, where appropriate, ensuring that there will be no additional burden on the host countries;

18. Takes note of the report of the Administrator on the current status of cost-recovery practices, as contained in paragraphs 114 to 120 of document DP/1999/31, and requests the Administrator to consult with the Executive Board on cost-recovery practices in the light of the current review by UNDP and any comments provided by the Advisory Committee on Administrative and Budgetary Questions;

19. Requests the Administrator, if the situation requires and taking into account the resource situation, to consult with the Executive Board as to whether a revised 2000-2001 budget is required and requests him to continue to make every effort to contain both the administrative and programme support costs at headquarters and in the field;

20. Approves the proposals by the Administrator contained in paragraphs 105 to 111 of document DP/1999/31 concerning the separation reserve amounting to $7 million and, taking into account the comments of the Advisory Committee on Administrative and Budgetary Questions contained in paragraph 17 of document DP/1999/33, approves $1.5 million for the transitional measures reserve;

21. Approves gross appropriations in the amount of $585,371,600 for the purposes indicated below and resolves that the income estimates of $67,127,000 shall be used to offset the gross appropriations, resulting in estimated net appropriations of $518,244,600;

**2000-2001 biennial support budget**
(in thousands of United States dollars)

| | |
|---|---|
| Programme support | |
| Country offices | 272 341.9 |
| Headquarters | 59 694.5 |
| Subtotal | 332 036.4 |
| Management and administration | 117 193.6 |
| Support to operational activities of the United Nations | |
| Country offices | 100 729.2 |
| United Nations Development Group Office | 2 583.1 |
| Inter-Agency Procurement Services Office | 3 601.1 |
| United Nations Volunteers | 29 228.2 |
| Subtotal | 136 141.6 |
| Total gross appropriation | 585 371.6 |
| Less: Estimated income | 67 127.0 |
| Estimated net appropriations | 518 244.6 |

22. Authorizes the Administrator to redeploy resources between appropriation lines up to a maximum of 5 per cent of the appropriation line to which the resources are redeployed;

**FUNDS**

23. Takes note of the report of the Administrator on the biennial support budget estimates for the biennium 2000-2001 for the United Nations Capital Development Fund, the United Nations Revolving Fund for Natural Resources Exploration, and the United Nations Development Fund for Women, as contained in document DP/1999/31;

24. Approves gross appropriations for each of the funds as follows:

**2000-2001 biennial support budgets**
(in thousands of United States dollars)

| | UNCDF | UNRFNRE | UNIFEM |
|---|---|---|---|
| Total appropriations | 13 594.0 | 740.0 | 11 612.1 |

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## Funding situation of UNDP and UNFPA

46. The Executive Board adopted the following decision:

### 99/24. Funding situation of UNDP and UNFPA

The Executive Board

1. Notes with concern the continuing and significant decline in core contributions to the United Nations Development Programme and to the United Nations Population Fund and in particular the resulting decline in resources available for programme activities;

2. Also notes with concern the impact that such resource shortfalls have on the capacity of the United Nations Development Programme and that of the United Nations Population Fund to meet the increasing needs of programme countries for their assistance;

3. Requests the Administrator and the Executive Director to bring this critical resource situation to the attention of the Secretary-General with a view to mobilizing the support of world political leaders in order to reverse the trend of declining contributions to the United Nations Development Programme and to the United Nations Population Fund.

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47. One delegation, also on behalf of another, stated that it understood the serious situation faced by UNDP and UNFPA owing to the decline in core resources. That situation was exacerbated by the dependence on a limited number of donors. The Secretary-General should emphasize this and encourage underperforming donors to contribute.

## United Nations Revolving Fund for Natural Resources Exploration

48. The Assistant Administrator and Director, Bureau for Development Policy, introduced the report of the Administrator (DP/1999/42) on the United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE). The report had been prepared in response to the discussion at the first regular session 1999, at which time several delegations had questioned the rationale for the continuation of the Fund. The report of the Administrator provided background information on the Fund and its financial status, and outlined the plans of UNDP to phase out its activities by the end of 2000.

49. During the past 25 years, the Fund had received a total of $91 million in voluntary contributions and other income from 26 countries. In recent years, however, the voluntary contributions had declined from a level of $3 million in 1991 to $1.6 million in 1998. The current financial status of the Fund was summarized in document DP/1999/42.

50. As indicated in the report, UNDP was in the process of phasing out the activities of the Fund, a process that was expected to be completed by the end of 2000. Beyond that year, UNDP support for country-level activities in that sector that was in accordance with the sustainable human development frameworks would be mainstreamed, on a case-by-case basis, into country cooperation frameworks. In phasing out the Fund, careful consideration had been given to three key issues: (a) ensuring that all existing project and contractual commitments were responsibly fulfilled; (b) ensuring that all usable information compiled by the Fund was archived and made available to all programme countries; and (c) ensuring that the balance of funds as of the end of 2000 would be used for capacity-building activities for natural resources management, mainstreamed as part of the UNDP country cooperation framework.

51. The Executive Board adopted the following decision:

### 99/20. United Nations Revolving Fund for Natural Resources Exploration

The Executive Board

*Endorses* the plans to phase out the activities of the United Nations Revolving Fund for Natural Resources Exploration by the end of 2000, as outlined in document DP/1999/42.

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## III. COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

52. The Associate Administrator introduced the item, noting that the first country cooperation frameworks (CCFs) for the Central African Republic (DP/CCF/CAF/1 and Corr.1), Antigua and Barbuda (DP/CCF/ANT/1), Ecuador (DP/CCF/ECU/1) and Haiti (DP/CCF/HAI/1 and Corr.1) and the first extension of the first country cooperation framework for Eritrea (DP/CCF/ERI/1/EXTENSION I) were among the last to be submitted to the Executive Board under the successor programming arrangements, introduced in 1995. To date, 156 programme countries had submitted CCFs, the Administrator had approved assistance on a project-by-project basis to a further 6 countries and a valid country programme remained in 2 other countries.

53. He also introduced the note of the Administrator on assistance to the Democratic Republic of the Congo (DP/1999/36), which would authorize the Administrator to continue to approve assistance to that country on a project-by-project basis. It was hoped that the CCF for the Democratic Republic of the Congo would be submitted to the Board in 2000.

54. As the Board had been informed by the Administrator in his statement, resources initially meant for three years (1997-1999) had been extended to cover a fourth year. As a result, a number of CCFs would have to be extended through the year 2000.

55. The Associate Administrator underlined the growing number of UNDP programme countries that were experiencing or only beginning to emerge from crises that threatened the very functioning of their Governments. UNDP decentralized management arrangements had allowed a rapid and flexible response. The organization was increasingly convinced that the continuation of minimum development activities during the period of crisis was vital to the speed of rehabilitation, recovery and longer-term development.

56. The focus in UNDP activities was undoubtedly enhanced by the country-level exercises to develop strategic results frameworks (SRFs) that were proceeding concurrently with the finalization of the CCFs. The institution of the SRFs as a management tool would enhance the focus on results in CCFs. The next generation of CCFs, beginning in January 2000, would contain more concrete articulation of results expected. Efforts to improve performance were being reinforced by many other measures designed not only to increase focus but also to improve impact, effectiveness and greater efficiency in achieving the results planned. Those included: (a) an in-depth review of each CCF towards the end of its third year; (b) an internal review process for examining individual programmes and projects at the country, regional and global levels, after approval; (c) drawing up CCFs in the framework of the United Nations system-wide processes, namely the common country assessment and the United Nations Development Assistance Framework (UNDAF); (d) regular meetings between the heads of regional bureaux and the Associate Administrator; and (e) the issuance of the new UNDP programming manual early in 1999, which included emphasis on results and guiding principles for programming endorsed by the Executive Board in decision 98/1.

57. All senior management was committed to the pursuit of efficiency and effectiveness in responding to the development needs outlined in the frameworks agreed upon with programme countries and within the parameters of the Executive Board policy. The Administrator had made it very clear that operations at the country level would reflect focus, efficiency, cost-effectiveness, speed and impact.

58. The Executive Board approved the first CCFs for the Central African Republic (DP/CCF/CAF/1 and Corr.1), Antigua and Barbuda (DP/CCF/ANT/1), Ecuador (DP/CCF/ECU/1) and Haiti (DP/CCF/HAI/1 and Corr.1) and took note of the first extension of the first CCF for Eritrea (DP/CCF/ERI/1/EXTENSION I).

59. The Permanent Representative of the Democratic Republic of the Congo expressed his gratitude to the Executive Board for document DP/1999/36. The Board had taken a key decision in allowing project-by-project assistance to his country until normal programming could be set up. For the past decade, the Democratic Republic of the Congo had received almost solely humanitarian or emergency assistance. The programme in his country had been regularly reviewed in past years. He thanked the Assistant Administrator of the Regional Bureau for Africa for the sustained attention to his country and urged its continuation. Given the size of the Democratic Republic of the Congo and its potential in natural resources, it should not have to continue to rely on emergency aid. In spite of the war, he hoped the formulation of the country programme covering 2000-2001 would begin, taking into account the new strategic goals of the Democratic Republic of the Congo, including in the areas of poverty

eradication, social services, environment and good governance. Post-crisis development activities and a strategy to mobilize support for that programme could also be very useful. His delegation wished to add the CCF for the Democratic Republic of the Congo to the agenda of the Executive Board in 2000. The war in his country had been devastating in many ways, particularly with regard to the number of fighters having HIV/AIDS, the number of displaced persons, and refugees, including vulnerable women and children. More than emergency relief would be needed to assist his country.

60. One delegation commended the efforts of UNDP in Haiti, the Central African Republic and Ecuador. The programme in Haiti had really made a difference. At a time when bilateral and multilateral aid had been suspended, UNDP had contributed greatly to reforms in the governance area and in regard to promotion of civil society organizations. In sustainable livelihoods, UNDP had enabled access to drinking water, food production and support for cooperatives. The delegation requested information on how the transfer of microfinance activities to the United Nations Capital Development Fund (UNCDF) would affect activities in Haiti. UNDP should focus its interventions as adviser, facilitator and catalyst. The programme in Ecuador was very effective owing to the good work of the Resident Representative. Issues remained, however, regarding the results of United Nations activities in Ecuador. It could be more effective to streamline operations under one programme, led by the UNDP Resident Representative. In the Central African Republic, the Resident Representative had played a key role in electoral assistance.

61. Another delegation cited a difficulty in terms of principle with regard to the CCF for Antigua and Barbuda, given its relatively favourable economic indicators. The delegation had questions regarding the anti-poverty aspects of the programme, which focused on data collection. Secondly, there were questions on the studies and strategic analyses on good governance mentioned in the document. UNDP activities should be of direct benefit to the people in a country. Therefore, the delegation had a very reserved view of the CCF for Antigua and Barbuda.

62. One delegation expressed support for the CCF for Haiti and stated that further international support was required. The speaker's Government had contributed $200,000 in 1997 to the Trust Fund for Haiti National Police and had recently transferred the balance of the contribution to the UNDP trust fund.

63. Another delegation recalled Executive Board decision 98/1 and in the view of the speaker's Government, the CCFs submitted at the current session did not clearly reflect the guiding principles endorsed in that decision. The speaker urged that the guiding principles be made operational, and in particular, that their application to all CCFs be made evident in the future. The speaker also requested information on how the $3.3 million in core resources allocated to the programme in Ecuador would be utilized.

64. The Permanent Representative of Antigua and Barbuda noted that his country still had a long way to go despite a high ranking in the human development index (HDI). He cited structural adjustment in the economy that had created economic problems for people in his country and the overall need to focus on human resource development. The graduation of his country from development assistance

based on narrow criteria ignored the serious and persistent problems faced by most small Caribbean island States. The traditional measures of economic growth did not take into account the effects of such natural disasters as hurricanes that necessitated government assistance to both public and private sectors. Moreover, 5 per cent of the Antigua and Barbuda population was currently comprised of refugees from Montserrat. In addition, UNDP played an important role in governmental reform in Antigua and Barbuda. A number of regional institutions were assisting in institution building and setting up regulatory frameworks and a small multi-disciplinary team would monitor the reform. Antigua and Barbuda was grateful for the support of UNDP and UNFPA.

65. Another delegation thanked the Executive Board for adopting the CCF for Antigua and Barbuda. Work in public sector management, governance and poverty eradication was very important. The presence of UNDP in the Caribbean was vital, as small island countries there benefited from its assistance at a time of diminishing funding from other donors. Despite the high ranking in the HDI, other factors such as hurricanes threatened the stability of economies of countries such as Antigua and Barbuda, which also had the additional burden of caring for refugees from Montserrat.

66. The representative of Ecuador thanked the Executive Board for approving his country's CCF, the focus of which was very realistic, taking into account obstacles, and his Government was optimistic that it could achieve future economic success. The aims of UNDP could be fulfilled only if its target for resources could be achieved.

67. The Associate Administrator responded to the questions and comments made. With regard to UNDP operations in Antigua and Barbuda, he stated that although that country could seem to be prosperous based on its per capita income figure, there were many social and economic problems that necessitated UNDP assistance. Urgent improvements were needed in many areas, in particular in public sector management and poverty eradication. He encouraged the continuation of the discussion of the subject with the country who had raised the queries regarding the CCF for Antigua and Barbuda. In response to the query raised, he reconfirmed that all guiding principles were being systematically applied in the CCFs.

68. The representative of the Regional Bureau for Latin America and the Caribbean noted that the CCF for Antigua and Barbuda needed to be seen as part of its highly vulnerable situation as a small island developing State. Proper management and public sector reform was a vital element in the change process initiated by the Government. With regard to poverty eradication, the Prime Minister had expressed his requirements that the intervention of UNDP would result in concrete bankable projects that could be launched in the fight towards poverty eradication. He thanked the representative who had expressed positive comments on the CCF for Haiti.

69. The Assistant Administrator and Director, Regional Bureau for Africa, was encouraged by the move to peace in the Democratic Republic of the Congo and hoped that in 2000 the CCF for that country would be completed, following discussion with the Government, and together with other United Nations partners.

70. The Executive Board took note of the note of the Administrator on assistance to the Democratic Republic of the Congo (DP/1999/36) and authorized the Administrator to continue to approve assistance to that country on a project-by-project basis.

## IV. SPECIAL FUNDS AND PROGRAMMES

### United Nations Capital Development Fund

71. The Administrator, introducing the item, stated that he felt empathy with the United Nations Capital Development Fund (UNCDF) and the situation it had faced four years earlier and he hoped that he would be as successful with UNDP as the Executive Secretary had been in terms of the turnaround that he had effected. Four years earlier UNCDF had come before the Board at a time when donor funding and commitment to the Fund were declining. The Executive Secretary's mandate had been formidable: turn UNCDF around, stop the declining funding and implement a new policy focused on local governance, all the while delivering approximately $40 million a year of programming to less developed countries. In response, UNCDF had offered donors a clear challenge: restore funding to current levels, give the Fund three years to implement a programme of change and at the end of that period, conduct an independent external evaluation of its performance. If UNCDF failed to change and deliver, the Executive Board would recommend closing it down. The donors accepted the challenge.

72. Four years later, the Administrator noted, the donor-led evaluation report was positive, indicating that within tight time constraints, UNCDF had enhanced its distinctive identity by developing competence in the fields of decentralization and local governance, as well as in microfinance. The evaluation recommended that donors should continue to support the Fund. By concentrating on local governance, fewer projects and a smaller number of countries, the Fund had revitalized its operations. The Administrator addressed the issue of collaboration between UNDP and UNCDF, citing positive examples of pilot projects in Uganda, Malawi and Cambodia. Those projects had also demonstrated the close collaboration of UNCDF with other partners, including the World Bank, and with national Governments. He noted that UNDP and UNCDF had signed memoranda of understanding with UNDP Resident Representatives in 15 countries and that a special joint unit on microfinance had been created. At headquarters there was close cooperation between the two entities in the area of governance and with regard to monitoring and evaluation. A focused policy on microfinance had been drawn up following a peer review carried out by the Consultative Group to Assist the Poorest (CGAP).

73. The lessons learned from the evaluation had been quite clear: change could be managed and take place in a short period of time. In that regard, UNCDF should be considered an example of best practice. The Fund had already begun to incorporate many of the recommendations contained in the evaluation report. It would continue to be a risk-taking and learning organization, with participation as a key element of the project cycle and teamwork for change as its centrepiece.

74. The Executive Secretary of UNCDF said that it had been a long and difficult process and the Fund had not yet come half way. As agreed, the evaluation had concerned itself with process and not impact, necessitating another evaluation in two to five years. For example, further work was required early on during the formulation process, to attract other donors to ensure replication and upscaling of UNCDF pilot projects. He emphasized that those projects must be owned by Governments, local governments and civil society, and that UNCDF must work in close cooperation with UNDP. The synergy with UNDP had been one of the Fund's strongest points over the previous few years and UNCDF would fit even better into the new UNDP. The memoranda of understanding with UNDP Resident Representatives had been integrated into the country cooperation frameworks and then into the United Nations Development Assistance Frameworks, where applicable.

75. The Executive Secretary noted that the evaluation process was a tool and presented a challenge for the future. An action plan for follow-up would be ready by late 1999. There would be integration of the findings into a strategic results framework and then into the multi-year funding framework. There would be more decentralization to the country level and the Fund would be less headquarters-oriented. He was confident that the Fund would deliver over the next few years with regard to impact as well as process.

76. Many delegations thanked the Administrator and the Executive Secretary for the statements and welcomed the spirit of openness. They also expressed their agreement with the findings of the evaluation. Reform in UNCDF had been successful, pointing to an important lesson learned that change could be managed. Most speakers concurred that the main challenge facing the Fund was follow-up to the recommendations, in particular, to assess the impact of the Fund's programmes through another independent evaluation. It was noted that there was a potential for replication of UNCDF interventions on a greater scale by national Governments and bilateral and multilateral agencies.

77. Two delegations, which represented the major donors to UNCDF, contributing 50 per cent of the Fund's income, stated that they would maintain their contributions at the current high level. They appealed for a broader financial base for the Fund in order to provide future stability.

78. Several delegations expressed support for the Fund's activities to local governance and microfinance, noting the evaluation report's finding that UNCDF could become a centre of excellence in the planning and implementation of projects in those areas. One delegation queried whether interventions in 15 countries were sufficient to justify the existence of a special fund, given the targeted focus of its work. Another delegation stated that the policy change of UNCDF regarding eco-development was mainly based on the internal review done in 1997 and not enough on evaluations of projects in the field. That delegation also felt that the evaluation report did not sufficiently cover blue-print infrastructure projects.

79. Most delegations underlined the importance of the relationship between UNCDF and UNDP. One delegation suggested that the Transition Team could examine the relationship in the light of the changing role of UNCDF over the past few years, especially regarding its interventions in local governance, as UNDP also

worked in that area. Another delegation stated that the two organizations should take advantage of their differences in size, assets and approach, and encouraged UNCDF to formulate a strategic results framework to be included in the UNDP multi-year funding framework.

80. One speaker requested further information on the attention paid to the management of natural resources in UNCDF projects. That delegation also questioned the partnership of UNCDF with local government in good governance interventions, expressing concern that communities may be neglected. Another delegation noted some of the weaknesses identified in the evaluation report and welcomed the Fund's intention to address them.

81. The Executive Secretary of UNCDF, responding to the questions and issues raised in the statements by delegations, said that he agreed that the future impact evaluation was essential. The Fund would slowly increase the number of concentration countries if possible and contingent on an increase in resources, and noted that UNCDF worked not only with local governments, but also with civil society, non-governmental organizations and the private sector. He noted that natural resource management in local development programmes remained a priority and cited examples. With regard to infrastructure, a policy paper would soon be issued addressing the role of UNCDF in that area. He noted that although UNCDF came to the Executive Board only every two years, it reported to donors on a regular basis through the Friends of UNCDF. He hoped for the continued support of the Board for UNCDF.

82. The Assistant Administrator and Director, Bureau for Resources and External Affairs, on behalf of the Administrator, expressed appreciation to UNCDF for its accomplishments, and noted that the Executive Secretary would join the UNDP Nordic Office in Copenhagen as Director.

83. The Executive Board adopted the following decision:

### 99/22. United Nations Capital Development Fund

The Executive Board

1. Takes note with appreciation of the report of the Administrator on the United Nations Capital Development Fund (DP/1999/37);

2. Welcomes the work undertaken by the Fund since 1995 in policy review and development as well as in strengthening the focus of its programme activities and strongly endorses its efforts to establish innovative and effective microfinance and local development programmes, including in local governance;

3. Also welcomes the positive assessment of the Fund's work in the recently completed evaluation of its activities since 1995, summarized in document DP/1999/37;

4. Notes that the evaluation contains a number of recommendations on the further strengthening of the United Nations Capital Development Fund

activities, directed to the Fund itself, to the United Nations Development Programme and to donors to the Fund;

5. _Encourages_ the United Nations Capital Development Fund to take the necessary action to implement the recommendations in cooperation with all other relevant actors and to report to the Executive Board on its performance within the context of the results-oriented annual report in 2000;

6. _Encourages_ the United Nations Capital Development Fund and the United Nations Development Programme to intensify their collaboration in all relevant areas, most particularly in the fields of local governance and microfinance, and requests the Executive Secretary of the United Nations Capital Development Fund, in consultation with the Administrator and in the context of the results-oriented annual report in 2000, to report on the Fund's partnership with the United Nations Development Programme in these fields, with particular emphasis on evolving roles and responsibilities;

7. _Urges_ the United Nations Capital Development Fund to strengthen strategic alliances with partners, including Governments, civil society, bilateral donors and multilateral agencies, _inter alia_, the World Bank, to enhance the impact of its policies and programmes;

8. _Recognizes_ that overdependence on a limited number of donors carries risks for the long-term financial sustainability of the United Nations Capital Development Fund and invites all countries in a position to do so to make voluntary contributions to the Fund in order to secure adequate funding for its programmes;

9. _Requests_ the Administrator of the United Nations Development Programme to carry out an independent evaluation of the impact of United Nations Capital Development Fund programmes and projects and to report to the Board thereon in 2003.

_17 September 1999_

## V. UNOPS: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

84. The Executive Director of UNOPS introduced the three reports before the Executive Board pertaining to financial, budgetary and administrative matters: the report of the Executive Director on the revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001 (DP/1999/39); the report of the Executive Director on the level of the operational reserve (DP/1999/40); and the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on the revised budget estimates for the biennium 1998-1999 and the budget estimates for the biennium 2000-2001 (DP/1999/41).

85. The Executive Director noted that UNOPS had continued to demonstrate its ability to operate under the self-financing principle and to evolve the level of financial expertise needed to adjust to changing circumstances. He also stated that he had suggested that the review of the adequacy of the level of the operational reserve be postponed to the next biennium, by which time increased

UNOPS experience with financial risk management and more reliable data would reinforce the ability to make sound recommendations.

86. Eight delegations thanked the Executive Director for his presentation and/or the reports; 11 commented on the latter. Several delegations mentioned particular UNOPS achievements, including: its development as an independent organization as part of the trend towards decentralization in all areas; its operation in accordance with the self-financing principle; its contribution to enhanced financial transparency; its record of efficiency; its work in support of the peace process; and its efforts to diversify its portfolio, as ACABQ had recommended. In addition to four delegations' expressions of support for the budget proposals submitted, one delegation assessed UNOPS growth in a period of decreasing resources as a direct measure of client confidence in the organization and its capacity to deliver quality services. Another delegation said that it was pleased that the increase in anticipated project delivery for the current biennium included significant earnings from new projects funded by United Nations sources other than UNDP and increased project execution on behalf of the International Fund for Agricultural Development, developments that responded to the Executive Board decisions and recommendations that UNOPS diversify its portfolio. One representative suggested greater coordination with and promotion of national execution in connection with UNOPS expansion.

87. With respect to the operational reserve, two delegations expressed concern at the low level that had been set for it; however, another mentioned the noteworthiness of the capacity of UNOPS and the reserve to absorb non-recurring charges. Four representatives looked forward to the report on the analysis of the appropriateness of the reserve level that would be submitted to the Board at its third regular session 2001.

88. The Executive Director responded to several issues raised, including, inter alia, the diversification, the projected growth in income, the increase in activities with non-traditional clients and the establishment of the business development coordinator function. He described the operational nature of the new Division for Special Programmes Development and elaborated on the new Business Development Unit, established to carry out marketing functions for the operations divisions, noting the significant strengthening of the substantive mandate of many agencies as a result of their cooperation with UNOPS. He also provided details on the impact of the self-financing principle on the nature of employment in UNOPS, the participation of Junior Professional Officers in UNOPS, and the ongoing evaluation of the UNOPS/UNDP relationship. With regard to the latter, the Assistant Administrator and Director, Bureau of Planning and Resource Management, confirmed that it would be an independent evaluation commissioned by the UNDP Evaluation Office based on terms of reference discussed with senior management of UNDP and UNOPS. He recalled no formal requirement for an interim report and expressed interest in presenting the evaluation findings jointly with UNOPS at the first annual session 2000.

89. The Executive Board took note of the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on UNOPS budget estimates for the biennium 2000-2001 (DP/1999/41) and adopted the following decisions:

### 99/15. United Nations Office for Project Services: revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001

The Executive Board

1. Takes note of the report of the Executive Director on revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001 (DP/1999/39);

2. Approves the revised budget estimates for the 1998-1999 biennium in the amount of $102.6 million;

3. Approves the budget estimates for the 2000-2001 biennium in the amount of $113.8 million;

4. Approves the staffing level as proposed for the biennium 1998-1999, including the relocation of four posts from New York to Rome and of one post from New York to Geneva, and the establishment of the post of Chief of the Division for Special Programme Development at the D-1 level.

15 September 1999

### 99/16. United Nations Office for Project Services: level of the operational reserve

The Executive Board

1. Takes note of the report of the Executive Director on the level of the operational reserve (DP/1999/40);

2. Decides that the level and rate of replenishment of the operational reserve established in paragraph 2 of decision 97/21 of 18 September 1997 remain in effect through the current and next bienniums;

3. Requests the Executive Director to submit a detailed report on the appropriateness of the level of the operational reserve at the third regular session 2001.

15 September 1999

90. The Executive Director then introduced the report on the responsibility of UNOPS in personnel matters (DP/1999/38) as well as supplementary information thereon (DP/1999/CRP.13).

91. He recalled: (a) the recognition by the Executive Board (decision 99/12) of the need for an improved personnel regime for UNOPS; (b) the request by the Board for information on the substance and implications of the proposed changes in authority and accountability; and (c) its request for assurance that proposals would represent the shared views of the parties that would be affected

by the changes. He assured the Board that document DP/1999/38, the product of a consultative process, contained the requisite information and that the new approach developed in response to concerns of the secretariat was reflected in the revised draft decision contained in document DP/1999/CRP.13, which had also been reviewed and approved by the Under-Secretary-General for Management and the Administrator of UNDP.

92. Five delegations stated their appreciation for the report. All delegations taking the floor indicated that they were pleased with the process of consultation that had involved all interested parties and expressed support for the request for the delegation of authority in the area of personnel. The Assistant Administrator and Director, Bureau of Planning and Resource Management, noted that at the annual session the Administrator had expressed his agreement in principle to the delegation of authority with regard to staff limited to service with UNOPS in addition to already existing delegation of authority for other staff categories. UNDP understood that the Secretary-General had no objection if the existing delegation to the Administrator were further delegated to UNOPS, thus constituting a sub-delegation of authority. On the basis of the Secretary-General's agreement, the Administrator supported the arrangement submitted to the Executive Board for approval.

93. The Executive Director thanked delegations for their expressions of support and contributions to the discussion on the delegation issue during the third regular session 1999 and at the annual session 1999. In response to an inquiry on personnel policies and procedures, he indicated that current recruitment practices were identical to those of UNDP and that additional information on their evolution could be provided subsequent to the delegation of authority under consideration.

94. The Executive Board adopted the following decision:

### 99/17. Responsibility of the United Nations Office for Project Services in personnel matters

The Executive Board

1. Takes note of the report of the Executive Director on the responsibility of the United Nations Office for Project Services in personnel matters (DP/1999/38);

2. Reaffirms that appropriate authority and corresponding accountability for personnel matters should be vested in the Executive Director, in accordance with the proposals contained in document DP/1994/62, of which the Executive Board took note in its decision 94/32, and with Executive Board decision 99/12, including the authority to issue United Nations Office for Project Services letters of appointment;

3. Requests, as a first step, that the Administrator of the United Nations Development Programme delegate to the Executive Director authority to issue United Nations Office for Project Services letters of appointment and to

administer the staff of the United Nations Office for Project Services in accordance with the United Nations Staff Regulations and Rules;

4. Requests the Executive Director to submit a detailed report on the steps taken to implement the present decision at the annual session 2000.

15 September 1999

## UNFPA segment

### Opening remarks by the Executive Director

95. In her introductory remarks the Executive Director focused on a few highlights of the work of UNFPA and the challenges that lay ahead. She recalled with satisfaction the successful completion of the twenty-first special session of the General Assembly on the five-year review and appraisal of the implementation of the Programme of Action of the International Conference on Population and Development (ICPD). She thanked the members of the Executive Board, who had worked hard to bring about a successful result, not only at the special session, but throughout the ICPD+5 process. The adoption by consensus of Key Actions for the Further Implementation of the Programme of Action of the ICPD (document A/S-21/5/Add.1) was testimony to the seriousness and importance placed on those issues by all countries. She noted that the ICPD+5 review showed that in five years progress had been made in advancing the Cairo goals. Many countries had embraced, and strengthened, the recognition of reproductive and sexual rights through policy changes; had taken steps to integrate population concerns into their development strategies; and had added new components to reproductive health services while also improving access to them. At the same time, the review revealed that much greater and urgent action was needed in such areas as the prevention of HIV/AIDS; addressing the sexual and reproductive health needs of adolescents; reduction of maternal morbidity and mortality; and the provision of reproductive health-care to women and adolescents in emergency situations.

96. The ICPD+5 review had also revealed that perhaps the greatest constraint faced by countries in achieving the full implementation of the Programme of Action was, simply, a lack of the political will to provide resources, particularly the international assistance part as was agreed at the ICPD in 1994. While the document adopted at the special session provided useful guidelines and specific actions to meet agreed priorities, commensurate commitments had to be made and kept to halt, and reverse, the decline in resources for social development in general, and population programmes in particular.

97. In noting that UNFPA had taken part in the important discussions of the Economic and Social Council at Geneva, she observed that the organization of the Council's work had been further strengthened and had resulted in many useful outcomes, including a number of resolutions and agreed conclusions of relevance to the work of the Fund. In particular, the Executive Director was pleased that the Council's consideration of operational activities was quite positive. Clearly, the intense efforts pursued within UNDG were yielding results and were

being recognized. She noted that UNFPA was proud of the effective manner in which it was participating in the process of United Nations reform implementation.

98. The Executive Director thanked the Government of France for generously sponsoring the excellent training in French from which she had benefited during the summer. She also thanked the President of France and the Prime Minister of Canada for the opportunity to participate in the Summit of the Francophonie. That meeting had focused on the theme of youth and thus was in fact closely linked to some of the issues discussed in the course of the ICPD+5 review. While in Moncton, Canada, the Minister in charge of Cooperation and Francophonie, Mr. Charles Josselin, and the Executive Director had signed three agreements for increased cooperation between UNFPA and France, including support for the country programmes in Côte d'Ivoire and Madagascar. The Executive Director expressed her sincere appreciation to the Government of France for the support.

99. She recalled that in accordance with decision 98/4, UNFPA had reported on the country and subregional programmes of Algeria, China, Egypt, Nicaragua, the Pacific subregion and Paraguay, in the report of the Executive Director for 1998 (DP/FPA/1999/7 (Part III)), which had been considered by the Executive Board at its annual session in June 1999. However, as she had just recently visited Algeria, China and Mongolia, she wished to say a few words on her visits to those countries. In July, when she had attended the Summit of the Organization of African Unity in Algiers, she had also been able to review the situation with the UNFPA-assisted country programme in Algeria, which was proceeding well but suffering severely from the Fund's shortfall in resources. The country programme was critical to Algeria's national reproductive health and gender programmes, all the more so, since it was the first such assistance approved after the cessation of civil conflict in the country.

100. In late-August, she had visited China and Mongolia and was pleased to see that notable progress was being made in both countries with the implementation of the country programmes approved by the Executive Board. In China, she had visited one of the counties of the reproductive health subprogramme which was implementing the ICPD approach of informed choice and quality of care. She had been able to observe, at the county, township and household levels, the great changes that had taken place in the manner in which services were provided, with a major emphasis on counselling, and with no targets or quotas. Those efforts were being widely publicized through pamphlets, billboards and individual counselling. The Chinese leadership was pleased with the programme, and the attention given to the life cycle and quality of care approach. The Executive Director had also been impressed with adolescent reproductive health education and services, including the popularity of social marketing and vending machines. In Mongolia, the changes that had taken place over the years in the population programme were impressive. There was an openness to a number of issues that used to be sensitive, but were now being addressed, including adolescent reproductive health issues, HIV/AIDS, and maternal mortality. Indeed, remarkable progress had been made in Mongolia in adopting and implementing the reproductive health approach.

101. The Executive Director emphasized that in the case of all UNFPA country programmes, the current resource situation was seriously and critically constraining planned activities. For its part, UNFPA was doing all it could to mobilize additional resources. She reported that following up on Executive Board decision 99/5 on the multi-year funding framework (MYFF), substantial progress was being made in further developing that approach. The MYFF would be submitted at the second regular session of the Executive Board next year. She added that fund-raising with foundations was proceeding well. However, there was a major shortfall in programme resources across the board, amounting to approximately $72 million for the current year in comparison to what had been approved by the Executive Board and what countries had prepared for and were ready to implement. The situation was not only extremely difficult for UNFPA but more importantly it was a real tragedy for all programme countries. The impact of programme slow-down and cut-backs now would be felt for years to come and would curtail the opportunities of future generations for a peaceful and prosperous life on a sustainable planet.

102. She appealed to the members of the Executive Board to bring that reality to the urgent attention of the decision-makers in their countries. Given the recognition that globalization was here to stay, she underscored that it was impossible not to acknowledge that population issues affected everyone, even in the more prosperous donor countries. In conclusion, noting that the resources existed as was shown by the billions being spent elsewhere, the Executive Director asked where was the commitment and shared responsibility to implement what had been internationally agreed.

103. During the discussion that followed, several delegations expressed their appreciation for the Executive Director's leadership and the work carried out by UNFPA during the special session of the General Assembly on the ICPD+5 review and appraisal. Many delegations were pleased to note the follow-up to ICPD+5 that the Executive Director had highlighted, including those issues that she had singled out as requiring urgent further action. One delegation added that there was an opportunity for the Executive Board to take a decision in that area. Another delegation noted that it had prepared elements of a possible decision on follow-up to ICPD+5 and would be distributing a draft to all delegations. Some delegations complimented the Executive Director on her use of the French language and thanked her for participating in the Summit of the Francophonie. The delegation of the People's Republic of China thanked the Executive Director for visiting its country and noted that on the basis of her visit further efforts had been undertaken to improve the quality of the country programme. The same delegation expressed concern at the resource shortfall confronting the Fund.

104. The Executive Director thanked the Executive Board members for their comments. She noted that UNFPA would welcome a decision by the Board on follow-up to ICPD+5 as that would help to concretize the process. She underscored that in the decision the proposal for further follow-up should be linked to the issue of resources. She added that the annual session in June 2000 would be the appropriate time for UNFPA to report to the Board on follow-up to ICPD+5.

105. The Executive Board adopted the following decision:

### 99/18. ICPD+5

The Executive Board

1. Takes note of the report of the Ad Hoc Committee of the Whole of the Twenty-first Special Session of the General Assembly and, in particular, of the key actions for further implementation of the Programme of Action of the International Conference on Population and Development (A/S-21/3/Add.1);

2. Warmly acknowledges the role played by the United Nations Population Fund in preparatory and related activities that ensured that the special session was a success;

3. Recognizes that:

(a) Implementation of the key actions agreed at ICPD+5 calls for more concerted effort from the international community;

(b) The United Nations system, including all United Nations funds, agencies and programmes, have a key role in supporting effective action in relation to ICPD;

(c) UNFPA in particular must play an effective leadership role to ensure that the goal of universal access to reproductive health is achieved by 2015;

4. Requests the Executive Director, therefore, to present to the Executive Board at its annual session 2000 a report for approval on the strategic role of UNFPA in supporting countries' implementation of relevant key actions contained in the report of the Ad Hoc Committee of the Whole of the Twenty-first Special Session of the General Assembly. The report should be prepared in parallel with the multi-year funding framework paper being presented to the Board at the second regular session 2000. In particular, the report should:

(a) Describe how the Fund will fulfil its leadership role within the United Nations system in assisting countries to take the action necessary to ensure availability of reproductive health services and products;

(b) Outline working arrangements and mechanisms for coordination with programme country Governments, other agencies of the United Nations system and with donors, including within the framework of the United Nations Development Assistance Framework and resident coordinator system and sector-wide approaches, to ensure coherence at international, regional and country levels;

(c) Present the strategic priorities within the framework of ICPD+5 that will guide and focus the Fund's actions, engagement and resource allocation at international, intercountry and country levels.

17 September 1999

## VI. FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

106. The Executive Board had before it the following reports: estimates for the biennial support budget for 2000-2001 (DP/FPA/1999/11); annual financial review, 1998 (DP/FPA/1999/13); and report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/1999/14).

107. In introducing the estimates for the biennial support budget for 2000-2001, the Executive Director underscored that UNFPA had devised a strategy composed of the following main elements: no new international posts; strengthening operations at the country level; strengthening the internal audit capacity; and maintaining a zero growth budget. She noted that the budget being proposed was a "bare bones" proposal, designed to ensure that UNFPA, with a long-term perspective, could continue to meet the demands of its mandate. She stated that with such a minimal budget several items had not been included, such as: the implementation of results-based budgeting, which was being funded by extrabudgetary resources (in that regard she thanked the Governments of Canada and Finland for their contributions); the proposed Resource Management System (RMS), which was estimated to cost between $4.4 million and $5.7 million, and a number of information technology expenditures linked to the RMS; additional posts needed to help to alleviate the workload of UNFPA country offices, which in a number of cases were required to cover too many countries; a global UNFPA meeting to orient all staff to the outcome of the recent ICPD+5 process and to reach consensus on how to move forward; and meeting demands created by the increased workload resulting from global exercises, participation in the United Nations reform and involvement in over 30 working groups and/or task forces related to the United Nations Development Group (UNDG) and other system-wide initiatives. The Executive Director emphasized that, as in the past, the utilization of resources would be managed in line with the actual level of resources mobilized. She appealed to the Executive Board members to increase their contributions to UNFPA and to help to reverse the trend of declining resources, thus providing UNFPA with adequate resources to fulfil its critical mandate.

108. In his introductory remarks, the Deputy Executive Director (Policy and Administration) addressed some of the key issues contained in the UNFPA budget proposal: staffing; renewal of the headquarters lease; the United Nations House programme; the RMS; and training. With regard to staffing, he reiterated that, as the Executive Director had pointed out, the UNFPA proposal for the biennial support budget contained no new international posts for either headquarters or UNFPA country offices. However, in order to strengthen its country offices, the Fund proposed to create 46 posts in country offices for locally recruited staff, including 14 national programme officers and 32 support staff, at a total cost for the biennium of $1.3 million. He gave a breakdown of the proposed posts by category and region and noted that as a result of the additions UNFPA would have a presence in 109 countries, with a resident UNFPA Representative in 73 of them. The remaining 36 countries would be covered by the UNDP Resident Representative serving as the UNFPA Representative. Concerning the renewal of the headquarters lease, he pointed out that after considerable review and assessment of various options, it was found that renewing the current lease was the best option, both in terms of cost benefits and in terms of minimal disruption of the Fund's operations. With regard to the United Nations House programme, he noted that

UNFPA was committed to it and was a full and active member of the UNDG Subgroup on Common Premises and Services and the Management Group on Common Services and Premises. While various benefits were likely in the long term, the Fund's experience to date was of cost increases, both in up-front, one-time installation costs and in the recurrent operating costs of country offices relocating into common premises. UNFPA was therefore proceeding cautiously and taking decisions on a country-by-country basis. To fund this UNDG initiative, UNFPA proposed to use the Reserve for Field Accommodation that had been set up in 1991 by the UNDP Governing Council for the establishment of common premises by the then JCGP agencies.

109. Regarding the RMS, he noted that it would bring together all the different applications and systems used by the Fund at headquarters and in the field, including the finance module of the currently used Integrated Management Information System (IMIS). The new system would enable UNFPA to manage its resources better and to improve the monitoring of programme and other activities. Owing to funding constraints, the cost of developing the RMS had not been factored into the budget proposal before the Executive Board. Instead, UNFPA intended to seek contributions in cash and in kind from various sources to be able to proceed with the development of the system. As noted in the budget proposal, if responses to such a request were insufficient, UNFPA would consider using programme funds for that purpose. Concerning training, the Deputy Executive Director stated that UNFPA would concentrate on the training of country office staff in accordance with the Fund's priority of building local capacity. As a result, 76 per cent of the Fund's training budget would be spent in country offices. He then introduced the annual financial review, 1998 (DP/FPA/1999/13), highlighting the income situation; expenditures; and the status of the operational reserve and liquidity position.

110. During the discussion that followed several delegations appreciated the fiscally responsible manner in which UNFPA had developed the proposed biennial support budget for 2000-2001 and noted that it was prudent, transparent and realistic. Several delegations welcomed the cost-cutting measures undertaken by the Fund, including reduction of travel expenses, consultancies and publications, and the temporary freezing of 11 posts and indicated that they were ready to approve the proposed budget. A number of delegations commended the Fund for its efforts and success in obtaining funding from private donors and foundations. A number of delegations made announcements concerning their voluntary contributions to UNFPA. The delegation of the Czech Republic announced that its 1999 contribution to UNFPA would amount to over $70,000 and would be paid shortly. The delegation of Denmark confirmed that its country intended to continue to contribute to UNFPA at a very high level. The delegation of Ghana noted that it had paid its contribution to UNFPA in full and expected to increase its contribution next year and beyond. The delegation of Ireland stated that its country had increased its contribution to UNFPA by 10 per cent and hoped to continue doing so in the future. In addition, a multi-year pledge had been made and the contribution for the current year had been paid in full by April. The delegation of Italy stated that its country had increased its 1999 contribution to UNFPA by 150 per cent and intended further to increase its cooperation with the Fund. The delegation of Japan announced that its Government had disbursed a contribution of $48.28 million in full as pledged for the Japanese fiscal year 1999. The delegation of Switzerland stated that

its country had increased its contribution to UNFPA by 10 per cent and hoped to make a further increase next year. Many delegations hoped that the momentum generated by the ICPD+5 review and appraisal and the adoption of the MYFF would result in increased funding for UNFPA. One delegation noted that the data in the proposed budget provided a good starting point for the MYFF. The speaker recognized the difficulty of developing indicators for the MYFF, in particular with regard to advocacy. Another delegation asked to be updated on the progress made in developing the MYFF.

111. Several delegations expressed concern about the decline in the Fund's resources and the impact it would have on programme countries, particularly the populous and poor ones, as well as countries with economies in transition. One delegation pointed out that full implementation of the Programme of Action of the ICPD envisaged, inter alia, mobilization of resources for a variety of development sectors. Unfortunately, funding for population activities had not increased at a rate consistent with meeting the agreed target of $17 billion by the year 2000. One of the obstacles was the downward trend in official development assistance. The speaker appealed to the donors to take note of that trend and to fulfil their commitments for increased funding to UNFPA. She thanked Australia, Canada, Denmark, the European Union, Germany, Japan and the United Kingdom for the increase in their support to population activities during the period 1990-1997. She also thanked the United States of America for its continued support in the area of population.

112. Another delegation, expressing concern about the decrease in programme resources for countries in the A and B categories, stated that over the years his country had argued in favour of increasing the share of resources for countries in sub-Saharan Africa and was therefore concerned about the decrease in resources for those countries. He asked if the decrease had to do with difficulties in absorptive capacity in those countries. One delegation, while welcoming the increase in NGO and national execution, expressed concern about the 10.7 per cent decrease in programme resources for countries in the Asia and the Pacific region, in comparison to the 1998-1999 budget. The speaker urged the Fund to make further efforts to achieve a more balanced distribution of resources. One delegation stressed that the discussion concerning the decline of resources should focus on how to increase resources and not on how to divide the shrinking pie among the different regions. He recalled that during the twenty-first special session of the General Assembly it had become clear that the programme countries had performed quite well in mobilizing their share of the estimated resource requirements outlined in the ICPD Programme of Action. However, the donor partners had fallen short in providing the resources necessary for implementing the Programme of Action. He urged donors to meet their commitments.

113. One delegation stated that the unfavourable resource situation placed an unfair burden on UNFPA at the field and headquarters levels. The speaker stated that it was a measure of the Fund's efficiency that programme implementation rates had increased; however, that was not being matched by an increase in resources, as some States were not meeting their commitments. The speaker underscored that it was incumbent on the Executive Board to support UNFPA, jointly with the Secretary-General, by bringing to the attention of world leaders the critical implication of the Fund's funding situation. The speaker

also encouraged UNFPA to explore alternative ways of mobilizing NGOs and civil society, in view of its limited budget for information and communication, to lobby Governments to make good on national commitments. He asked about the wide percentage changes in programme expenditure by country in 1997 and 1998, particularly in the category A countries. While commending the dedication of UNFPA staff, he emphasized the need for the Board to take into consideration the issue of staff morale given the environment of uncertainty created by declining resources.

114. One delegation stated that its Government had been very surprised when informed last July that there had to be an interruption in the projects due to a lack of resources. The disruption had had an adverse impact on population activities in the country. The speaker urged that such episodes should not occur again without warning. Another delegation stated that if the donors did not increase their contributions to UNFPA, the Fund would be plunged into a deep financial crisis and the impact would be felt not only in programme countries but also in donor countries.

115. Numerous delegations concurred with and welcomed the emphasis on strengthening the Fund's work at the country level through the creation of 46 new local posts. Several delegations also welcomed the Fund's efforts to strengthen its internal audit capacity, through a subvention to UNDP. A number of delegations also commended the Fund's efforts to focus on and increase support for staff training at the country level. While some delegations expressed the view that the RMS should be included in the proposed budget, other delegations agreed that UNFPA should seek additional funds for it from the donor community. One delegation asked whether there was a contingency plan in case donor funds were not forthcoming. Some delegations expressed concern that the Fund was proposing an increase in the staff vacancy rate of Professional posts from 4.5 per cent in the 1998-1999 biennium to 6 per cent in 2000-2001 and noted that the ACABQ had observed that for 1999 the projected vacancy rates were in the ranges of 9 to 10 per cent for internationally recruited staff and 11 to 14 per cent for locally recruited staff. One delegation wondered whether given the deflated vacancy rates used in developing the proposed budget for 2000-2001, greater cost savings could be realized if higher, yet more realistic, vacancy rates based on 1998-1999 data were used. Another delegation asked for details regarding the proposed 46 posts. Referring to the high vacancy rate, the speaker stated that under normal budgetary procedures those posts would have been abolished. He questioned the creation of new posts pointing out that instead use should be made of the high vacancy rate. He urged the Executive Board to discuss the issue of the high vacancy rate when the next biennial budget came up for consideration. He observed that with the introduction of new information technologies, at the headquarters and field levels, fewer secretarial and clerical staff would be required. One delegation observed that increasing the number of posts might not improve quality and agreed with the ACABQ that certain secretarial and clerical posts might not be required.

116. Another delegation stated that the issue of new posts should be looked at in the context of the trend during the last three years and in relation to the high vacancy rate. Furthermore, the issue should not be seen in isolation from the staffing of the Technical Advisory Programme (TAP). The speaker observed that a high vacancy rate could cause disruption and discontinuity in already

established programmes and the value of new posts should be looked at in relation to those consequences. She suggested that an analysis be undertaken of where it might be possible to cut posts. She asked to what extent the proposed budget reflected the long-term implications of filling the proposed 46 posts for two years. She expressed concern that the support budget was absorbing a larger proportion of overall resources and suggested that the three-year trend should be looked at. One delegation asked if the addition of 46 new posts at the country level was in keeping with an established plan and wondered if UNFPA had rationalized its resources to the optimum mix.

117. Another delegation asked whether in the light of decreasing resources UNFPA should take a more fundamental look at how its country programmes were being run and whether a high level of presence was required in all countries. Bearing in mind the observation of the ACABQ, the speaker asked whether delivering development assistance with an inbuilt cost of 20 per cent was an expensive way to work. While supporting the need to strengthen the Fund's capacity at the country level, the speaker asked whether a more focused and structured response to overcoming key capacity constraints in a limited number of countries might be worth considering at some future juncture. She encouraged the Fund to continue to look for efficiencies and economies of scale, as well as common practical benefits offered by common services and shared premises at the country level. Observing that proportionately the administrative cost of providing technical support in the next biennium seemed higher than in the current biennium, the speaker requested a clarification.

118. One delegation was pleased to note that even with limited resources, UNFPA was continuing to pursue its strategic priorities. With regard to the TAP, she regretted that none of the country support teams had been specifically tailored to the needs of the countries with economies in transition, and therefore welcomed the proposal to establish a team to address the needs and priority issues of those countries. She suggested that consideration should be given to the cost-effectiveness of locating the team in Bratislava. She underscored that the reproductive health situation in some European and Asian countries with economies in transition had become a cause of great concern: there was a heavy reliance on abortion as a less costly method of birth control and low-to-moderate contraceptive prevalence rates due to several factors, including lack of information and low standards of living. There was also a rapid increase in sexually transmitted diseases, including HIV/AIDS. In addition, many countries in the region were experiencing unprecedented demographic change caused mainly by low birth rates and huge migration flows. The deterioration of the socio-economic situation and the drastic drop in living standards had resulted in high rates of both temporary and permanent emigration for economic reasons. Referring to table 3(b) in the annual financial review, 1998 (DP/FPA/1999/13), the speaker stated that the table did not reflect the Czech Republic's 1998 contribution to UNFPA, which had been paid in full by the end of June 1998.

119. One delegation, while drawing attention to the unbalanced population structure and unfavourable public health situation in its country, noted that demographic factors were aggravated by the disastrous ecological consequences of the Chernobyl nuclear catastrophe. The speaker emphasized the need to explore ways to make the best use of resources and increase programme expenditure.

120. Another delegation, while expressing concern regarding the resource projection for 2000-2001, asked for an explanation of the basis of the projection. One delegation asked to be informed about the Fund's implementation of the Board decision 97/26 on the budget, particularly concerning the filling of seven country representative posts.

121. One delegation encouraged UNFPA to submit to the Executive Board, at the earliest opportunity, a detailed budget of the additional resources required for UNFPA to implement the actions called for in ICPD+5 review and appraisal. In that regard, the speaker applauded the Executive Director for the attention paid in the report on the biennial support budget to strengthening human resource capabilities, both in the short- and long-term. The speaker added that UNFPA should develop a strategic plan to deal with resource shortfalls and noted that a well-developed resource contingency plan was the best strategy for waiting out lean financial times.

122. Another delegation, while commending UNFPA for its dynamic and innovative resource mobilization efforts with private donors and foundations, encouraged the Fund further to increase its efforts to convince "non-performing" donor Governments to increase their voluntary contributions in accordance with their economic and financial place in the world, particularly, since the contributions of some economically prosperous States were very low and raised questions about their support for the ICPD Programme of Action. The speaker noted that his country's Minister of Development Cooperation had recently confirmed in Parliament that she considered UNFPA to be an excellent example of United Nations operational activities and very worthy of continued support. The speaker added that his delegation also supported the Fund with regard to the United Nations House programme and the proposed method of financing the costs.

123. One delegation expressed concern regarding the $6.5 million drawdown from the operational reserve that had been repaid with 1999 income. While noting that he understood the rhythms of income and outlays and the necessity of addressing unforeseen situations, he observed that other measures might be necessary to address deficit situations. He asked for information regarding the drawdown from the operational reserve in 1999. He also requested an explanation of why UNFPA had not implemented the harmonized presentation of the reimbursement of national income tax paid on behalf of staff. While noting that a 16 per cent increase in total income was ambitious, he agreed with the Executive Board that the momentum from ICPD+5 might produce that result.

124. One delegation, while agreeing that the percentage increase in the support budget was due to a decline in resources, pointed out that UNFPA should adapt to the change in a manner that enabled it effectively to deliver programmes while maintaining its support costs as a modest percentage of the overall funds available. With reference to paragraph 14 of document DP/FPA/1999/11, she asked if the $0.9 million covered the direct costs associated with procurement and whether the $1.8 million credited as income to the regular resources budget was a net amount. She stated that it was not advisable to use the operational reserve to compensate for lower than expected contributions. She asked for further information concerning the reserve for field accommodation and observed that consideration should be given to winding up the reserve and having the excess funds revert to the regular resources income item. With regard to the

IMIS, she stated that its costs should be carefully monitored. She asked for information regarding the Fund's Y2K compliance.

125. One delegation welcomed the strengthening of the UNFPA office in its country and noted that that would also enhance the monitoring of the programme and implementation of the ICPD Programme of Action. The speaker noted that following the ICPD his country had adopted laws prohibiting violence against women. As part of the health sector reform one ministry was dealing with social, health and population matters. He welcomed the fact that UNFPA was focusing on addressing the needs of young people in his country and appreciated the Fund's efforts to involve civil society in advancing the implementation of the ICPD Programme of Action.

126. In her response the Executive Director thanked all donors for their contributions and in particular those who had increased their contributions to UNFPA. She appreciated the fact that many countries had embarked on follow-up to the ICPD+5 review. She agreed with the delegations that had stated that the responsibility for raising resources was shared by all and should not be viewed as just the Fund's responsibility. She thanked the donors who were urging their fellow-donors to improve their performance with regard to increasing contributions. She noted that at the request of some donor countries UNFPA had prepared a brief background note on the impact of resource shortfalls on the UNFPA programme. The note was available at the back of the conference room.

127. With regard to the internal audit section, she observed that strengthening its capacity would facilitate country offices being audited on a regular cycle. Currently, UNFPA was not meeting the requirements for the optimal cycle of country office audits. Concerning the decline in expenditure for countries in the Asia and the Pacific region, she noted that the decline was essentially due to exchange rate fluctuations relative to the prior year and that in nominal terms there had been no significant decline. She noted that there had been a minimum decline in category A country expenditure. She deeply regretted the hardship and disruption to programming caused in some countries as a consequence of the shortfall in resources. She explained that some programmes were overstretched and with resources going down, drastic action had been required. With regard to the observation of one representative that there was a need to lower reliance on abortion in her country, she fully agreed that increased use of modern methods of family planning would reduce dependence on abortion. Experience had demonstrated that abortion levels went down when family planning increased. She thanked the representative of the Czech Republic for the clarification regarding her country's 1998 contribution to UNFPA and confirmed that the contribution had been received in 1999.

128. Responding to one representative's query regarding the Fund's income projection, she hoped that the resource situation would improve in 2000. UNFPA was cautiously optimistic about multi-bilateral funding from foundations and also hoped for the return of a major donor. Regarding the MYFF, she noted that steady progress was being made and she thanked several Governments which had provided support for the development of the MYFF. She especially appreciated the technical and financial support provided by the Government of Canada and the Government of Finland. She noted that a small Office for Results-based Management (ORM) had been set up concurrently with the establishment of the

Inter-Divisional Advisory Group for Results-based Management (IDAG). The IDAG was working towards ensuring full understanding and participation of UNFPA management, staff and partners in the move towards institutionalizing results-based management. The ORM was conducting feasibility studies in five countries and organizing an international workshop and various briefings. A website had been established to encourage dialogue and discussion. The Executive Director emphasized that she wanted all UNFPA staff to "buy into" the results-based approach. She noted that the approach had also been introduced into various other exercises of the Fund, for example, country programmes, the workforce planning exercise and consultations with partners. She indicated that a note on progress in developing the MYFF was available at the back of the conference room.

129. Regarding staffing she noted that the workforce planning exercise UNFPA had embarked on would contribute to streamlining the Fund's structure and to addressing its long-term needs. Areas being addressed included financial and reporting systems; transfer/reduction of functions as a result of technological developments; ICPD+5 directions; and more efficient use of the TAP. UNFPA would report on progress in the coming year. Concerning the suggestion that a strategic plan should be developed to deal with resource shortfalls, she agreed that UNFPA should streamline its plan to react to shortfalls in resources. In that regard, the Fund would also look at the strategic plans of UNICEF, UNDP and other organizations. Regarding the query on indications of support for the RMS, she stated that no indication had yet been received. She noted that UNFPA had discussed with ACABQ the possibility of using programme funds, on an exceptional basis, for the RMS and ACABQ had not been disinclined to accept that proposal. She underscored that the RMS was an essential component of programme management. She added that computer link-ups between the field, headquarters and the teams were an essential component of the TAP. Although UNFPA did not wish to increase the support budget, the RMS was greatly needed and a one-time expenditure might be required to implement it. With regard to the ACABQ observation that secretarial and clerical staff should be reduced, she noted that the Fund was already reviewing that in the context of the workforce planning exercise and in the light of new information technologies, as well as the need to make better and more efficient use of human resources. She also emphasized that a certain capacity and critical mass had to exist within the Fund in order to deliver programmes effectively and efficiently. With regard to the long vacancy rate she indicated that it had helped to manage resources and reduce expenditure. However, increased resources would not necessitate a high vacancy rate. She also pointed out that recruitment often took long because there were a limited number of experts in the area of reproductive health. Often, it was necessary to advertise a post several times. While agreeing that there were benefits to be obtained from common premises and common services, she pointed out that there were immediate, up-front cost increases that had to be dealt with.

130. She thanked delegations for their support for the creation of 46 new local posts which would strengthen capacity at the country level. She added that in some countries the programmes were very large and complex and in others the UNFPA Representative was required to manage the programmes of several countries. For example, the UNFPA Representative in Uzbekistan was also responsible for the programmes in six other countries. She observed that UNFPA had offices in 73 of the 140 countries in which it worked. In the remaining countries the UNDP

Resident Representative served as the UNFPA Representative. However, the UNDP offices were very stretched and had indicated that while they could provide some representation they could not manage the UNFPA programmes on a day-to-day basis. Thus, the strengthening of country offices was essential and based on that need the Fund had proposed 46 new local posts. She pointed out that having a country presence increased implementation, helped to develop capacity and enhanced the engagement of the Government. She noted that as a result of the United Nations reform the number of coordination exercises had greatly increased and small organizations such as the Fund found themselves overstretched. For example, in some countries there were 10 or more theme groups that required the regular participation and presence of the UNFPA Representative or the Deputy Representative. She concurred with the delegation that had pointed out the compelling reproductive health needs of people in Eastern European countries with economies in transition. She noted that while those countries did not require a high level of financial assistance they did have a great need for technical assistance. She observed that one of the country teams of the TAP would be dedicated to responding to the needs of Eastern European countries with economies in transition. She clarified that in Bosnia-Herzegovina and in Ukraine, UNFPA was strengthening the field capacity to support population and reproductive health activities within the UNDP office and not opening new UNFPA offices. She underscored that she would like fully to implement the budget and to move forward.

131. In his response the Deputy Executive Director (Policy and Administration) highlighted some of the potential benefits of the United Nations House programme, including improved communication among United Nations agencies, especially in the context of UNDG and its related activities, such as the UNDAF exercise; a reduced administrative budget resulting from sharing of common facilities (conference rooms, meeting facilities, reception areas) and common staff (receptionists, security guards, messengers, drivers); and higher visibility for United Nations agencies as a cohesive and integrated unit. He concurred that the income projection used in the proposed biennial support budget ($621 million) differed from the work plan figure ($601 million), however, with the adoption of the MYFF and the momentum generated by the ICPD+5 review, UNFPA was hopeful about achieving the higher figure.

132. With regard to the query on the filling of the seven posts for country representatives, he stated that UNFPA had taken a very prudent approach and six of those posts had been filled by the end of the first quarter of 1999. One post was still vacant and recruitment for it was under way. He pointed out that paragraph 3 of decision 97/26 stated that the Executive Board "Also urges the Executive Director to keep under review the prevailing climate of uncertainty regarding future income, particularly by delaying the filling of the proposed new positions of UNFPA Representatives at an estimated cost of $1,635,044, when implementing the budget for the 1998-1999 biennium ". He added that the matter had also been discussed at the second regular session 1998 and the Board in decision 98/8 had authorized the Executive Director to begin recruitment for the seven posts. Specifically, paragraph 3 of decision 98/8 stated that the Board "Authorizes the Executive Director of UNFPA to begin recruitment of seven country representatives, as proposed in decision 97/26, in line with the availability of resources". Based on that, UNFPA had begun recruitment to fill the posts. He noted that the Fund would be pleased to provide a staffing list,

as requested by one speaker, including the 46 new posts proposed for strengthening country offices. In response to another query, he noted that there was a built-in 15 person-month occupancy rate for the proposed 46 new posts. Concerning the freezing of 11 posts, he noted that 4 were Professional posts and 7 were General Service posts. He noted that currently it was too early to determine the impact of freezing posts. However, he was concerned regarding the impact on the morale and physical health of the staff: staff members were willing to work hard and to work long hours but they were being overstretched. He concurred that a vacancy rate of 11 per cent may be high, but it was due to the time required to fill a post, as well as to the Fund's conscious effort to achieve savings in the support budget through a delay in recruitment.

133. Concerning the query on strengthening the capacity of the internal audit section through a subvention to UNDP for the use of three more posts, he noted that that would expand the overall audit coverage of UNFPA units, which, currently, was far from the optimal cycle of once every five to seven years. Meanwhile, the recommendation of some ACABQ members was once every three to five years. The Fund would also participate in the UNDP regional service centres in the Arab States and Europe and Latin America regions. Currently, only the Africa and the Asia and the Pacific regions were covered. In response to a comment on the decline in programme expenditure in Africa, he regretted that there had been a slight reduction (4 per cent) in expenditure for category A countries. However in looking at the total resources expended, it would be clear that Africa's share was still the largest of the four regions. That was in line with the work plan distribution of resources recommended by the Executive Board. He added that several years earlier the proportion of programme resources going to Africa had been 20 per cent, whereas now about 40 per cent of programme resources went to Africa, as indicated in table 7 of the annual financial review, 1998 (DP/FPA/1999/13). Nevertheless, the Fund would re-examine the data and the long-term trend in resource utilization.

134. In his response, the Director, Division of Finance, Administration and Management Information Services (DFAMIS), noted that the vacancy rate assumed during the 1998-1999 biennium was around 4.5 per cent. For 2000-2001 a vacancy rate of 6 per cent was assumed. The Fund was prudently managing both the vacancy rate and the occupancy rate in ways conducive to savings. However, it should not be implied that the posts were not needed. With reference to the query on the operational reserve, he observed that in January, February and March 1999 the Fund had drawn down on the reserve. However, the operational reserve had been fully restored in April 1999. It was possible that the Fund may need to draw down on the reserve before the end of the year. He agreed that the predictability of income would enhance fiscal management. However, since programmes were multi-year and pledging was not, it was currently difficult to adjust programme momentum. A sound resource monitoring system would help to alleviate some of those problems and UNFPA hoped that donors would support the development of the RMS. He agreed that the RMS should be part of the support budget and he hoped that the Board would increase the appropriation to cover that. With regard to the tax reimbursement query, he explained that the harmonized treatment for national tax reimbursement through a credit to the biennial support budget and a reduction to the contribution of the country involved had not been implemented as there had been no contribution from the

country in question to offset the tax. With regard to the query on Y2K compliance, he noted that UNFPA had recently prepared a note on the Fund's Y2K preparedness, which could be made available to interested members of the Board. He added that the Fund's internal systems (the Programme Resources Management System and UNFPA Integrated Field Office System) as well as other systems used by United Nations agencies were Y2K compliant. With regard to the external infrastructure (telephones, voice-mail, elevators, etc.), UNFPA had prepared an inventory of the things impacted by Y2K and 95 per cent of them were Y2K compliant. The Fund was liaising with the United Nations Security Coordinator and UNDG partners with regard to field-related issues. Responding to a query on the MYFF, he noted that UNFPA planned to organize an informal briefing on the MYFF in October.

135. With regard to the query on administrative and operational expenses for agencies, he noted that there had been a reduction from 3.3 per cent in the current biennium to 2.9 per cent in the next biennium. He stated that UNFPA, through its concerted effort, had reduced the management and administration component of the budget from 5.1 per cent to 3.9 per cent. The Fund had undertaken several cost-cutting measures to achieve a $9 million savings in appropriations. He concurred that the vacancy rate should be a management tool rather than a financial technique to reduce expenditure. However, given that the Fund's income was under constraint, UNFPA was taking a cautious approach. The vacancy rate was likely to be in the region of 7 per cent and not 10 to 11 per cent. In emphasizing the critical importance of the 32 posts for support staff, he stated that the financial assistants were the backbone of the field structure, especially in countries where no Country Representative or Deputy Representative was present; without them the monitoring of the financial and administrative aspects of the programme would be nearly impossible. With reference to the query on the longer-term (two-year) cost implication of the proposed 46 new posts, he noted that a 15-month occupancy rate had been assumed, but if a 24-month occupancy rate was assumed, then it would cost an additional $0.5 million. In response to another query, he stated that in 1999 the highest allocation of resources was for the Africa region.

136. The Chief, Finance Branch, DFAMIS, provided updated financial information with regard to the annual financial review, 1998 (DP/FPA/1999/13), table 1. He stated that the following figures represented the breakdown of project expenditure for Trust Funds in 1998: United Nations agencies, $0.9 million; Governments, $6.6 million; UNFPA, $38.8 million; NGOs, $3.1 million. The subtotal for project expenditure was $49.4 million.

137. The Executive Board adopted the following decision:

### 99/21. UNFPA: estimates for the biennial support budget for 2000-2001

The Executive Board

1. Takes note of the 2000-2001 biennial support budget estimates of the United Nations Population Fund, as contained in document DP/FPA/1999/11, as well as of the report of the Advisory Committee for Administrative and Budgetary Questions thereon (DP/FPA/1999/14);

2. Expresses its concern at the overall situation of declining resources;

3. Recognizes UNFPA efforts to contain costs, as outlined in paragraphs 29 and 30 of document DP/FPA/1999/11, and the positive reaction of the Advisory Committee on Administrative and Budgetary Questions thereon, and welcomes the emphasis on its country office network and its internal audit capacity;

4. Urges the Executive Director, in this regard, to continue to make every effort to contain both the administrative and programme support costs at headquarters, as well as in the field through cost-saving measures, without detrimental effect on programmes;

5. Notes the approach of the Executive Director to participation in the United Nations House programme, as outlined in paragraphs 35 and 36 of document DP/FPA/1999/11 and notes the need, where appropriate, to ensure that there will be no additional burden on host countries;

6. Acknowledges the efforts of the Executive Director to seek extrabudgetary funding for the development of the resource management system; however, if it appears by the end of January 2000 that the responses to such requests are insufficient, decides on an exceptional basis to increase the appropriation by the required amount, as mentioned in paragraph 81 of document DP/FPA/1999/11 and notes the need, where appropriate, to ensure that there will be no additional burden on host countries;

7. Encourages UNFPA to review its priorities in relation to any shortfall that may occur in the biennial support budget prior to seeking additional resources;

8. Approves gross appropriations in the amount of $149,384,600 for the purposes indicated below and resolves that the income estimates of $22,000,000 shall be used to offset the gross appropriations, resulting in estimated net appropriations of $127,384,600;

| 2000-2001 biennial support budget | |
|---|---|
| (in thousands of United States dollars) | |
| Programme support | |
| Country offices | 75 202.8 |
| Headquarters | 27 836.7 |
| Subtotal | 103 039.5 |
| Management and administration of the organization | 46 345.1 |
| Total gross appropriations | 149 384.6 |
| Less: Estimated income | 22 000.0 |
| Estimated net appropriations | 127 384.6 |

9. Authorizes the Executive Director to redeploy resources between appropriation lines up to a maximum of 5 per cent of the appropriation to which the resources are redeployed;

10. Requests the Executive Director to report to the Executive Board at its third regular session 2000 on any significant increases or shortfalls in estimated income for the year 2000, and to suggest proposals on how to deal with the new situation.

17 September 1999

138. The Executive Board took note of the annual financial review, 1998 (DP/FPA/1999/13) and the report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/1999/14).

139. The Executive Board also adopted decision 99/24 (see paras. 46 and 47 above).

## VII. TECHNICAL SUPPORT SERVICES

140. The Executive Board had before it a report on the Technical Advisory Programme, 2000-2003 (DP/FPA/1999/12), submitted in response to decisions 95/34 and 98/6 on the UNFPA Technical Support Services (TSS) system.

141. In introducing the report, the Deputy Executive Director (Programme) noted that it was the result of a two-year review process of the TSS system that had examined experiences and lessons learned and made a concerted effort to take a fresh look at the needs for technical assistance. UNFPA Country Offices, the

Country Support Teams (CSTs), and partner agencies had participated in the process. The review had drawn on the ICPD+5 review and appraisal process, which had shown the progress in advancing the Cairo goals and the challenges that remained. It had revealed beyond doubt the need for a system that was capable of delivering technical assistance to programme countries in an efficient, flexible and consistent manner, as well as the uniqueness and effectiveness of the inter-agency arrangement. The review of the TSS system had also revealed the changing needs for technical assistance and high quality information; the likely continuation of demands on the country teams in support of capacity-building and the implementation of a large number of new country programmes; and the need for technical inputs to and participation in United Nations system-wide initiatives, such as the common country assessment (CCA), the United Nations Development Assistance Framework (UNDAF) and sector-wide approaches (SWAps). Furthermore, it had underscored that the contributions of the TSS system were widely recognized and highly appreciated in the programme countries.

142. She outlined the various options considered by UNFPA and noted that after due consideration and having weighed the pros and cons, the Fund had concluded that a modified version of the current system operating in a more streamlined and cost-effective manner would be the best way to meet country needs for technical assistance and capacity-building. Hence, UNFPA proposed retaining the core elements of the current TSS system, namely, the multi-disciplinary approach and the institutional arrangements for delivering technical assistance, while placing stronger emphasis on national capacity-building and technical backstopping of the country teams. The proposed programme would streamline functions at each level of the system, with the primary goal of improving national capacities for implementing population and reproductive health programmes. Greater interaction was envisaged among all levels of the system, as well as with United Nations partners and NGOs. The dramatic advancement in communication technologies over the last few years would facilitate the envisaged interaction.

143. She emphasized that the agency specialists played an important backstopping role in providing technical resources and guidance to the teams; developing methodologies and key materials; and sharing best practices and lessons learned at the regional and global levels. While drawing on the resources of their respective agencies, the specialists, at the same time, developed in-house capacities for integrating population dimensions in the work of those agencies. The new programme intended also to draw on the expertise and skills of new partners, in particular NGOs, to cover special backstopping needs. She noted that under the new cycle, the Fund was proposing a total of 152 posts, of which 134 posts were for country teams, with an increase in the share of posts for Africa and a relocation of some country team specialists to serve Eastern Europe and Central Asia, and 18 posts were for the agency specialists. While 152 posts were consistent with the needs and competencies required, in recognition of the current difficult income situation, as a minimum option, the Fund proposed a total of 131 posts for the new cycle. The cost of the proposed programme, with a total of 152 posts would be $113 million for the four-year period 2000-2003, of which $95 million would be made available from regular resources and $18 million from multi-bilateral and/or other resources, including regular resources should income levels increase. The minimum option would cost

$95 million, representing a reduction of 11 per cent as compared with the current programme.

144. The Deputy Executive Director noted that new terms had been introduced in document DP/FPA/1999/12 and UNFPA was proposing that henceforth the TSS system should be referred to as the Technical Advisory Programme (TAP), the TSS specialists as the Technical Advisory Services (TAS) specialists, and the CSTs as the Country Technical Services Teams (CSTs), instead of Country Advisory Teams (CATs). She also pointed out that many of the partner agencies as well as the CST Directors were present and would be pleased to respond to any questions that the Executive Board members might wish to address to them.

145. During the discussion that followed several delegations focused on the issue of national capacity-building and welcomed the renewed emphasis of the TAP system on focusing attention on strengthening national capacity. One delegation asked how many posts would mainly focus on that area. Some delegations observed that the report did not adequately respond to the request made by the Executive Board in decision 98/6. A number of delegations endorsed the proposal for stricter adherence to time periods when CST advisers did not travel on missions and in that regard urged greater use of the Internet and other information technologies. Some delegations asked if there were other countries besides Ethiopia where CSTs had participated in SWAps. One delegation was pleased to note that CST advisers would increasingly assist in the development of SWAps, especially to ensure that sufficient attention was given to reproductive health and reproductive rights and gender issues. That delegation requested further information on TAP arrangements regarding SWAps. Some delegations agreed that the current TSS system, strengthened in focus and technical backstopping, remained the best option. Several delegations emphasized the need to sharpen the focus with regard to the backstopping provided by TAS specialists.

146. A number of delegations suggested modifications and alternative options for the TAP. One delegation stated that since the Fund's use of United Nations agencies for programme execution had declined and modern information technologies offered access to technical information from a variety of sources, and furthermore since there had been a mainstreaming of ICPD+5 goals in the activities of other agencies, the resources associated with the TAP system could be put to better use by abolishing the system and transferring the TAP posts to the country offices. The speaker stated that in doing so, roughly speaking, each country office could be strengthened by having one or two additional posts. That would enable country offices to achieve more with regard to implementing the ICPD Programme of Action and ICPD+5 follow-up, including in the area of national capacity-building. The speaker stated that training was one of the most important aspects of national capacity-building and it entailed travel on the part of the CSTs. However, under the new TAP, mission time appeared to be more limited. The speaker urged the Executive Board to examine closely the TAP proposals and reiterated abolishing the system in favour of strengthening the country offices.

147. One delegation suggested another option for consideration by the Executive Board, noting that it would further emphasize national capacity-building and address the needs of countries for technical and strategic support. The representative proposed increasing the number of CST advisers while reducing

the number of TAS specialists assigned to United Nations agencies. Under the new option each specialized agency would have only one TAS specialist assigned to it - with possible exceptions allowing for more than one TAS specialist to be assigned to agencies such as WHO, while other agencies may not need any specialist - thereby reducing the number of posts by half - from 18 to 9 posts. The remaining 9 posts could be assigned to CSTs, thus increasing field presence while maintaining a more realistic budget. The representative added that she did not see the value added of TAS specialists having as a key function the synthesizing and dissemination of regional and international lessons learned and best practices to CSTs. She stated that that function could be best performed by UNFPA headquarters. She was pleased to note that the CSTs would have increased collaboration with the Global Initiative on Reproductive Health Commodity Management in the areas of capacity-building and logistics management. She hoped that skills in those areas would be important criteria in selecting specialists and that technical training and updates in logistics-management issues would be included for all specialists. The representative asked the CST Directors present what additional assistance would make their work easier, and also asked that updates on the use of the roster of consultants be provided in future reports to the Executive Board.

148. Another delegation, while noting that it attached importance to the multi-disciplinary TSS system and that the TAS specialists added value, encouraged UNFPA to analyse critically the implementation of the TAP throughout the new programme cycle. The speaker supported increased use of the Internet and observed that it would also be a cost saving. The speaker supported an amount of $95 million for the minimum size of the TAP. One delegation stated that the TSS system was important for implementing the Programme of Action of the ICPD and showed the linkages in such areas as population and development, reproductive health, human rights, youth, women, HIV/AIDS prevention. The representative underscored the uses of the TSS level of the system and noted that through the TSS specialists access was possible to the expertise of an entire agency. Additionally, through sharing that expertise the system offered continuity and cohesion. The TSS system also allowed for links to be made between various regional projects. He commended the system's links with NGOs and community organizations. He considered support for the system to be a very important investment in implementing the ICPD Programme of Action.

149. One delegation underscored that if any changes in the TSS system were proposed they should not interrupt the process of programme implementation and, furthermore, the technical specialists and expertise currently available in the system should be maintained to ensure effective interventions and well-rounded knowledge transfer. The speaker added that if any alternative proposals were taken on board, they should undergo evaluation and the Executive Board should be briefed after a period of one year on the effectiveness of existing arrangements in comparison with the new alternatives. Furthermore, it would need to be clearly demonstrated that an alternative reconfiguration would result in more effective backstopping. He pointed out that flexibility in managing team composition was necessary to deal with the dynamic evolution of country priorities. He stated that CSTs were the centre of the TSS arrangements and UNFPA should give priority attention to their future role within the United Nations reform process.

150. One delegation underscored that the TSS system provided critical technical assistance to programme countries. He noted with satisfaction the use of national experts and urged greater emphasis on using the roster of consultants to identify national experts. He also endorsed the proposal to increase the number of CST posts in Africa. Another delegation questioned how the specialized agencies considered the TAS specialists and suggested that the value of the system be reviewed. One delegation, speaking also on behalf of another delegation, asked if the CSTs had taken any steps to involve universities and to draw on the expertise available. Noting that an earlier evaluation had found insufficient integration of the TSS in the policy-making levels of the agencies, the speaker asked how that issue would be dealt with under the new TAP. She welcomed the Fund's intention to enhance the capacity of CSTs to support countries in their response to HIV/AIDS and asked how UNFPA planned to integrate HIV/AIDS aspects into the work of the CSTs.

151. One delegation, while fully accepting the need for a system that provided sustained, high-quality technical and strategic support to country programmes, wondered if the CSTs as currently composed were able to fulfil that function. The speaker agreed with the proposal of another delegation suggesting redeployment of the CSTs to country offices. She stated that the skills and competencies of CSTs should have both breadth and focus. She expressed concern regarding the TAS posts in the context of the relationship between the Fund's core business and TAS components and advised that UNFPA take a look at who its key allies and partners were in the system. She added that WHO had a key role to play in supporting the system. She welcomed the plans of the TAP to strengthen national capacity in the areas of reproductive health and logistics management, and commended the increased collaboration with UNAIDS. The speaker noted that the TAP had the potential for offering strategic guidance to country programmes, in addition to providing technical resources. She expressed an interest in knowing more about the system's indicators and logical framework (logframe). She stated that her delegation would support the TAP on an interim basis for two years in the expectation that the Fund would return to the Executive Board with a proposal that addressed the concerns that had been raised by the Board members.

152. One delegation stated that the new name, TAP, for the TSS system was useful as it reflected the changing process of providing technical assistance to programme countries, as well as the effort of the Fund to respond to changing needs. The speaker hoped that the CSTs would sharpen their focus in the important area of programmes. While noting that CSTs were supposed to provide technical assistance when expertise was not available in the country, he pointed out that country offices had deviated from that principle and sought CST assistance even when local expertise was available. He underscored that that was not conducive to national capacity-building.

153. One delegation noted that the report did not clearly address such issues as back-stopping of country programmes; state-of-the-art expertise; the UNFPA role in UNDAF and SWAps; and how to respond to the needs arising from the ICPD+5 review. The representative offered the following suggestions: priority should be given to meeting the needs of category A countries; the number of TSS specialists should remain 18 and the Population Division should continue to be included among the TSS specialized agencies; in line with the multi-year

planning, management and funding framework (MYFF), a monitoring system with clear indicators, including qualitative indicators, should be developed; there should be an examination of how capacity-building, networking and South-South cooperation was being facilitated by the TAP; the Fund should be requested to report to the Executive Board within one year on how the aforementioned issues were being addressed; and the TAP should be given a two-year approval and then reviewed again. With regard to the team that would serve the needs of countries with economies in transition, she stated that its composition and geographical location should reflect the needs of those countries. She added that the matter should be discussed by the Board.

154. One delegation stated that it would have liked to see more strategic options explored. She noted that there should have been a better analysis of the challenges and weaknesses that the system had grappled with. She observed that the report should have highlighted: the value added of the TSS system; the contribution of the system to national capacity-building in relation to South-South cooperation; the needs of countries as the first priority; assessment and monitoring of the system; and the correlation between the mandate of UNFPA and of its sister agencies. She also asked for an update on the composition and proposed location of the CST that would cover the countries with economies in transition.

155. Speaking on behalf of all the TSS partner agencies, the representative of the Food and Agriculture Organization of the United Nations (FAO), noted that since the time that the system had come into being it had undergone a series of changes, with the objective of strengthening the services offered to countries. The TSS system had matured into an efficient, effective and truly unique structure within the United Nations system for providing technical assistance to countries. Its positive results were demonstrated in the successfully completed initiatives and projects and in the effective involvement of all its tiers. Its decentralized organization, multi-disciplinary competence, and flexible and inter-institutional mode of operation enabled it to respond to the specific needs of each country in a timely, cost-effective and unique way. An important feature of the TSS system was that it was demand based. Through easy access to the technical, normative and operational know-how of the specialized agencies, the CST advisers and TSS specialists were able to provide high-quality inputs related to national capacity-building. The system demonstrated how the sum was indeed greater than its parts. Through its unique inter-agency collaboration, the TSS system maximized the contributions of each agency while diminishing duplication of efforts. The CSTs and the UNFPA Representatives were increasingly using the services of all the levels of the TSS system thereby enhancing the synergy of national capacity-building efforts in the field of population and development and sexual and reproductive health. Indeed, the TSS system could serve as a prototype for other such partnerships, both within and outside the United Nations system.

156. In her response, the Executive Director stated that the Fund was constantly engaged in reviewing and discussing system improvements. With regard to increasing the capacity of its partner agencies, she noted that UNFPA did seek to do that; however, some sister agencies tended to shy away from some of the sensitive population and reproductive health issues. She underscored that the experience with UNIFEM and UNAIDS had been very positive: UNFPA had pooled

its gender advisers with those of UNIFEM; and UNAIDS had provided a specialist to work with the CST based in Bangkok. She added that the CSTs had also worked jointly with UNICEF regional teams in such areas as maternal mortality and data systems. She noted that it was important for the TSS system to use available opportunities to add population elements in the country programmes of other agencies. She agreed on the need to refresh the skills of the advisers, including through regular contact and exchange with universities and academic institutions. She added that such skills enhancement and interaction opportunities should in fact be made available to all UNFPA staff but the limitations of time and money did not allow that. She noted that steady progress was being made with regard to results-based management and the development of indicators. She stated that in connection with ICPD+5 follow-up the Fund would be organizing a meeting of the inter-agency ACC Task Force on Basic Social Services for All.

157. In her response, the Deputy Executive Director (Programme) thanked the delegations for their constructive comments and suggestions. She fully concurred with the delegation that had underscored that any changes to the system should not interrupt activities at the country level. She agreed that there was a need for flexibility and pointed out that so far UNFPA had adjusted to changing needs of countries without interrupting ongoing activities. She added that the Fund had been adjusting posts biennially. Regarding the role of the system in the context of the United Nations reform process, she noted that when the CCA would precede the country programming process, all agencies would need to be closely engaged in the substantive analysis and discussion that would take place. Thus, the country offices would need to draw on the CST advisers for assistance in the substantive and technical areas of the CCA process. She hoped that with increased coverage of population issues within the CCA the country population assessment (CPA) exercise would not be required. Regarding the comment about declining programme execution by United Nations agencies, she pointed out that even with national execution there was a need to provide technical assistance. Indeed, a key purpose of the United Nations system was to provide technical assistance and the main component of that was technical advisory services. In that context it was important to have linkages with the specialized agencies so that the TSS system could draw on them to provide technical advice to countries. She noted that the issue of transferring more posts from the TSS system to the country level had been considered but it had been concluded that it would be a less effective way of providing technical advisory services. The costs would be higher and the continuity and wide range of specialist services would not be available. She underscored that the CSTs had already proved to be a means of strengthening country offices. She agreed with the delegation that had stressed the need to draw on national expertise and stated that national expertise had been the first port of call when technical assistance was sought. She concurred that building national capacity went well beyond use of the roster of consultants. Indeed, capacity was being strengthened, inter alia, through mentoring and training.

158. Concerning the comment on a lack of strategic options, she noted that the Fund had tried to explore strategic options and would continue to do so as it sought to strengthen the system, including through the reintroduction of backstopping by NGOs and the streamlining of functions for non-mission and mission time. She added that communications between the CST and TSS levels had

improved greatly. She stated that hiring was one area that needed strengthening. There was a need for greater efficiency in hiring so that vacancies did not exist for a long period. She pointed out that one extenuating fact was the lack of experts and specialists in the relevant areas - it was sometimes difficult to find the right talent for the post. She noted that compared to the initial years of the system, 1992-1993, the system today definitely added value and the evaluations that had been conducted also pointed to that fact. In response to the comment that there should have been more focus on country needs, she stated that the Fund had examined that area and learned that the needs were shifting and it was essential to remain flexible in responding to those evolving and shifting needs of programme countries. For example, the system was now focusing more on such areas as adolescents, HIV/AIDS, and logistics management.

159. She agreed that the specialized experts needed both breadth and focus. Besides being specialists they also needed to be generalists. With regard to the comment on the role of the Population Division, she said that it did not have the operational linkages required for backstopping the CSTs. However, UNFPA would continue to work with the Population Division in the areas of its strengths, for example, research. The Population Division would be a strong partner in the Fund's intercountry programme.

160. Regarding linkages with the MYFF, she noted that all aspects of the Fund's work would have those linkages and the MYFF should not be regarded as a separate exercise. She pointed out that at the country level the results-oriented focus had already permeated the country programmes, the CSTs and other exercises being undertaken. The Fund was endeavouring to develop indicators for the system to measure results. However, it was difficult to specify outcomes that resulted from the TSS system alone. She welcomed advice and guidance from the Board members in that regard.

161. With regard to meeting the challenge of integrating population issues in the policy-making level of partner agencies, she noted that that was under way as a specific result of TSS efforts and she illustrated that with the example of FAO. Concerning the integration of HIV/AIDS aspects, she underscored that all advisers, regardless of their specialization, had to be both aware of HIV/AIDS issues and able to provide information and guidance. A UNAIDS specialist had joined the CST based in Bangkok, and it was expected that additional specialists would be provided. With reference to South-South cooperation, she noted that it had been briefly mentioned in the report; however, the entire CST enterprise was South-South cooperation in action: there was sharing of experience and expertise among neighbouring countries and regions, as well as training, mentoring and skills transfer.

162. Regarding the team to cover the countries with economies in transition, she stated that the location had not yet been decided. However, the location would have to be convenient in terms of travel and it would also have to be cost-effective. At the same time, the location should be one where other relevant agencies were also present.

163. She noted that the system expected to have increased involvement in SWAps. She added that there was also a clearer understanding among the World Bank, the

bilateral agencies and programme countries that reproductive health issues belonged in SWAps. The Fund was seeking to better equip the advisers for that role, including through joint training with the World Bank staff.

164. The Director of the CST based in Addis Ababa, stated that one of the most exciting aspects of the work of the CSTs was to see the improvements at the national level in the implementation of country programmes. She pointed out that there was clear evidence of national capacity-building, for example, in the early years of the TSS system, the CSTs were primarily a "fire-fighting" team called in to write programmes and projects; however, over time progress had been achieved and countries were now able to prepare their own programmes and projects and CSTs were utilized mainly to provide more focused technical assistance. She noted that in the area of training three main modalities had contributed to national capacity-building: informal transfer of skills to national counterparts; formal training in reproductive health, including such areas as needs assessment, strategy development, logistics management, materials production, information, education and communication (IEC) and management information systems; and subregional training to encourage exchange and cross-fertilization of experience through interaction with colleagues from other regions. She added that the CST based in Addis Ababa had done a great deal of work with regional institutions, including in the area of advocacy, and had trained the staff of the Organization of African Unity and the Economic Commission for Africa. With regard to performance enhancement, she noted that CSTs should have an increased role in the technical monitoring of country programmes and assessment of institutional capacity. In addition, at the regional level, a more formal relationship with other organizations, for example, the Population Council and the International Planned Parenthood Federation, would be useful and would enable more coherent programmes. She noted that in the long run the CSTs should become centres of excellence and observed that they needed help to achieve that aim.

165. The Director of the CST based in Harare, noted that the experience of the CST in Addis Ababa was not an aberration, similar contributions to national capacity-building had also been achieved by the CST in Harare. He stated that there was a focus on providing formal training in such areas as logistics management, management information systems, operations research, IEC and curriculum development. Furthermore, mentoring and transfer of skills during missions was very important and integral to the mission. The CST advisers paid specific attention to ensuring that there was on-the-job skills transfer to national counterparts in whatever task was undertaken, be it monitoring, evaluation or strategy development. Regarding HIV/AIDS, he noted that it was the principal challenge confronting southern Africa and cut across all disciplines and hence a multi-disciplinary approach was required to meet the challenge. With regard to constraints, he observed that the long vacancy period in filling posts hampered the work of the teams and he urged countries to propose strong candidates whenever posts became vacant. He added that the CST advisers needed to spend more time at their respective base in order to solidify country experiences and to interact with and learn from one another. He noted that lack of time was a constraint. He stated that with the increased participation of CSTs in SWAps there would be a further broadening of experience and reach.

166. The Executive Board adopted the following decision:

## 99/19. UNFPA: Technical Advisory Programme, 2000-2003

The Executive Board

1. Takes note on the report of the Technical Advisory Programme, 2000-2003 of the United Nations Population Fund as contained in document DP/FPA/1999/12;

2. Supports the increased emphasis on national capacity-building under the Technical Advisory Programme;

3. Expresses concern that the report does not fully respond to decision 98/6 in providing a detailed strategic analysis of options for ensuring that UNFPA country programmes receive high-quality technical and strategic support;

4. Also expresses concern that the report does not adequately describe the value added by the technical advisory services arrangements to the overall work of UNFPA;

5. Further expresses concern about the high cost of the arrangements proposed;

6. Endorses the proposals contained in paragraphs 30 to 51 of the report on a two-year interim basis only;

7. Authorizes the Executive Director to commit an amount of $56.5 million over the two-year period 2000-2001 to implement the Technical Advisory Programme arrangements, with $47.5 million being made available from regular resources, and $9 million from multi-bilateral and/or other resources, including regular resources, should income levels increase;

8. Requests the Executive Director in implementing the Technical Advisory Programme, to:

(a) Give due priority to category A countries;

(b) Base the implementation on an analysis of programme country needs in terms of access to local expertise;

(c) Not interrupt ongoing programmes;

9. Also requests the Executive Director to submit a report to the Executive Board at its third regular session 2000 on the progress made in implementing the Technical Advisory Programme arrangements. The report should include, inter alia:

(a) An analysis of programme country technical and strategic support needs and how these needs are being met by the function and composition of the country support teams and technical advisory services, with particular emphasis on ICPD follow-up, United Nations Development Assistance Framework requirements, and sector development programmes;

(b) An explanation of how the Technical Advisory Programme is being monitored, particularly within the context of the multi-year funding framework;

(c) A description of how national and regional expertise on national capacity-building and networking within the Technical Advisory Programme is being utilized;

10. Further requests the Executive Director to submit a report for approval by the Executive Board at its third regular session 2001 on further options that will ensure that UNFPA country programmes receive the strategic and technical assistance they need. In doing so, the report should:

(a) Set out the rationale and guidelines for the proposed arrangements, which should include an assessment of country and regional needs for technical assistance and strategic guidance;

(b) Provide clear justification for continued support, deployment, and strategic utilization of the technical advisory services arrangements with United Nations agencies, taking into account comments made by members of the Executive Board under this agenda item;

(c) Describe how the preferred option will facilitate closer linkages, better collaboration, and greater coherency with other United Nations agencies, especially among those agencies with a particular role to ensure ICPD goals and objectives and ICPD+5 key actions are achieved;

(d) Explain how the preferred option will best enable UNFPA to strengthen in-country activities and play a more effective strategic role in championing reproductive health and other ICPD goals and objectives;

(e) Include a costed analysis of alternative options for providing support to country programmes;

(f) Describe the institutional, reporting and management arrangements for the preferred option and methods by which it will be monitored and evaluated;

(g) Describe the use of the roster of consultants for the country support teams to determine if and how this tool is being utilized;

(h) Examine new opportunities for using regional and national consultants and South-South cooperation in promoting national capacity;

(i) Describe the value added of the Technical Advisory Programme to the overall work of UNFPA;

11. Requests the Executive Director to elaborate further on the proposal to establish a country support team office to cover the countries with economies

in transition and to provide information on the recommended arrangements for approval by the Executive Board at its first regular session 2000.

17 September 1999

## VIII. COUNTRY PROGRAMMES AND RELATED MATTERS

167. The Executive Board had before it the following eight proposed country programmes and one proposed country programme extension: Assistance to the Government of Azerbaijan (DP/FPA/AZE/1); Assistance to the Government of Kazakhstan (DP/FPA/KAZ/1); Assistance to the Government of Kyrgyzstan (DP/FPA/KGZ/1); Assistance to the Government of Pakistan (DP/FPA/PAK/6); Assistance to the Government of the Philippines (DP/FPA/PHL/5); Assistance to the Government of Tajikistan (DP/FPA/TJK/1); Assistance to the Government of Turkmenistan (DP/FPA/TKM/1); Assistance to the Government of Uzbekistan (DP/FPA/UZB/1); and the extension of and additional resources for the country programme for Haiti (DP/FPA/HTI/2/EXT1). Since no requests for a separate discussion had been received, and in accordance with decision 97/12, the Board approved without discussion the following country programmes and one extension of a country programme: Assistance to the Government of Azerbaijan (DP/FPA/AZE/1); Assistance to the Government of Kazakhstan (DP/FPA/KAZ/1); Assistance to the Government of Kyrgyzstan (DP/FPA/KGZ/1); Assistance to the Government of Pakistan (DP/FPA/ PAK/6); Assistance to the Government of the Philippines (DP/FPA/PHL/5); Assistance to the Government of Tajikistan (DP/FPA/TJK/1); Assistance to the Government of Turkmenistan (DP/FPA/TKM/1); Assistance to the Government of Uzbekistan (DP/FPA/UZB/1); and the extension of and additional resources for the country programme for Haiti (DP/FPA/HTI/2/EXT1). Following the approval, the floor was opened for a general discussion.

168. During the discussion a few delegations made general comments on the programming procedures while some other delegations focused their comments on specific country programmes. The delegations of Kazakhstan, Pakistan, the Philippines and Turkmenistan took the floor to express their appreciation for the approval of the country programmes and to underscore the important contribution UNFPA had made in their countries. They also stressed the need to increase resources for UNFPA programmes.

169. One delegation, offering feedback on the programming process with a view to strengthening arrangements for engaging and informing donor stakeholders, noted that there was scope to fine-tune the Country Population Assessment (CPA) recommendation mechanism in anticipation of the Executive Board's review of that new process at the annual session in 2000. The speaker stated that it would be useful for decentralized donor agencies like her own to be as helpful as possible in working with UNFPA prior to the country programme proposals reaching the Board. She thanked the office of the Deputy Executive Director (Programme) for regularly sending the details and dates of the CPA missions. Indeed, the speaker's agency had participated in such missions in Central Asia. With regard to the output of the CPA, the speaker asked whether the CPA paper was intended to serve both as a country situation analysis and as the Fund's main programme concept note. She also asked if a template existed prescribing the key elements

of the CPA reports and whether it could be shared with the country advisers of donor agencies so as to ensure that they framed their inputs to the CPA document in the right way and at the right time. The delegate asked if it would be possible to make the CPA documents available to interested Board members, at both their central and field levels, via the Internet. That would also help to facilitate consultations with Board members with an interest in the CPA process but no presence in the field. The delegate inquired about the extent of the development of subprogrammes and indicators before the programmes reached the Board.

170. Another delegation noted that since the country programmes were the core business of the Fund's work, they were very important to the work of the Executive Board. However, the Board's 1997 decision on the UNFPA programming process had lessened rather than increased the Board's involvement in the programming process. The CPA exercise now stretched over a year and it was less possible for some donors to use consultants to participate in it. The speaker noted that the Board should keep its role in mind when reviewing the programming process at the annual session in 2000.

171. With regard to the Kazakhstan country programme, one delegation, while agreeing with the proposed reform activities, noted that training should not be done via a separate vertical programme. All training should be coordinated with existing postgraduate and medical school in-service and pre-service programmes. Also, given the pool of existing medical workers, UNFPA should consider using existing staff to perform the dual job of promoting reforms while at the same time promoting reproductive health care. The speaker added that if it was necessary to recruit non-medical workers, then it would be best to affiliate them with a family group practice, thus creating an integrated system. The speaker stated that the suggestion was also relevant for the Kyrgyzstan country programme. The speaker requested further information regarding the development of a logistics management system mentioned in the document (DP/FPA/KAZ/1).

172. The Permanent Representative of Kazakhstan to the United Nations expressed her Government's sincere gratitude to the Executive Board for the approval of the UNFPA-supported programme of assistance to the Government of Kazakhstan. She noted that the financial and technical assistance provided by UNFPA to Kazakhstan had made many concrete contributions to the improvement of the situation in such critically important areas as women's reproductive health, family planning and early pregnancy detection. She expressed appreciation for the Fund's efforts to improve the demographic situation in Kazakhstan. She observed that the UNFPA-supported country programme would be particularly valuable because it had been formulated in line with the social priorities of the Strategy for the Development of Kazakhstan up to the year 2030. Those priorities focused on the prosperity and welfare of the people, protection of children and women and the improvement of the environment. She noted with satisfaction that UNFPA, within the framework of the country programme, intended to assist the Government of Kazakhstan in providing reproductive health care in the Semipalatinsk region and the Aral Sea basin, where there had been a serious deterioration of the environment. She thanked the Executive Director for her personal attention to and support of the Tokyo International Conference on Semipalatinsk, held on 6 and 7 September 1999. She concluded by emphasizing the need to ensure that resources allocated to UNFPA programmes did not decline and

expressed the hope that the international community would provide further support for the rehabilitation of the Semipalatinsk region.

173. With regard to the Pakistan country programme, one delegation stated that the output of the CPA could have been more explicit about the proposed rationale and strategic direction of the programme. The speaker welcomed the references in the programme document to working with other donors and United Nations agencies in the area of reproductive health and requested further details on how that would take place. The speaker inquired about the expected outputs under the population and development strategies subprogramme and asked how programme impact would be measured. The representative asked if a logical framework (logframe) had been developed for the programme. One delegation, speaking also on behalf of another delegation, noted that it would have preferred the use of more recent statistical data. While welcoming the commitment of the Government of Pakistan to the implementation of the country programme, the speaker stated that a necessary guarantee of success would require that the Government increase its share of expenditure on the social sector, which was currently estimated to be 3 per cent of the gross national product. Referring to the actions mentioned in paragraphs 24 and 26 of the document (DP/FPA/PAK/6), she requested further details on the relevance of the actions, particularly with regard to the strengthening of the Census Commission. She asked how UNFPA proposed to reach youth and adolescents and also inquired about the performance of the Technical Support Unit (TSU). With regard to the NGO umbrella mechanism, she requested an update and asked if the donor task force had provided inputs for the development of the Pakistan country programme. She also asked if indicators had been developed to measure results and how the Task Force would monitor the programme on an ongoing basis. Another delegation, while noting its support for the Pakistan country programme's emphasis on implementing the ICPD agenda, observed that the increase in support to civil society organizations through a genuine community-based participatory process, referred to in paragraph 14 of the document (DP/FPA/PAK/6), did not come across clearly in the proposed programme. The speaker stated that while the programme called for training community-based workers and improving the referral system for obstetric care, there was no mention of promoting skilled, i.e., medically trained, attendance, as called for by the 1997 Safe Motherhood consultation in Colombo, Sri Lanka.

174. The representative of Pakistan expressed her gratitude to the Executive Director for the sixth country programme which sought to assist the Government of Pakistan in achieving its objectives in the area of population and development. She also thanked the UNFPA Representative in Pakistan for his efforts. She noted that UNFPA support to two outreach schemes, the Lady Health Workers scheme and the Village-based Family Health Workers scheme, had been a key factor in improving the quality of and increased access to reproductive health/family planning services. The demographic dynamics in Pakistan had begun to change: the contraceptive prevalence rate had increased to 27 per cent and the annual population growth rate had declined to 2.3 per cent. There had been a significant shift in the population policy since the ICPD. Under the Ninth Five-Year Plan (1998-2003) a comprehensive reproductive health package was proposed for both rural and urban areas and the Government had earmarked 36.57 billion Pakistan rupees for population and development activities as compared to 19.49 billion Pakistan rupees under the Eighth Five-Year Plan. In the field of gender equity and equality, as a follow-up to the Fourth World

Conference on Women, a National Plan of Action (NPA) for women had been launched in August 1998. The NPA highlighted the strategies for the political, economic and social empowerment of women and for the promotion of their rights within the wider context of human rights. UNFPA was spearheading an initiative of the UNDG to coordinate the implementation of the NPA. Despite difficult economic conditions, under the Ninth Plan the total allocation for the social sector would be around 500 billion Pakistan rupees, of which 250 billion Pakistan rupees would be spent on women and development. However, the constraints to achieving reproductive health for all were enormous and a substantial increase in external support would be required to maintain the momentum generated in the field of reproductive health and population welfare.

175. Noting that according to the latest census data the annual population growth rate was 2.3 per cent and not 2.77 per cent as indicated in the document (DP/FPA/PAK/6), the representative asked that a correction be made. She thanked UNFPA for its support for the census, which had been a major exercise. In response to comments made by other delegations, she assured the Board that the Government of Pakistan was committed to the partnership with non-governmental organizations (NGOs) and civil society, including the delivery of reproductive health services through NGOs. It was currently reassessing the best possible mechanism for channelling support to NGOs in a transparent and cost-effective manner. She added that the number of NGOs in the population and development field had increased from 121 in 1994 to 171 in 1998. The Government of Pakistan had dealt with NGOs through an autonomous NGO umbrella organization, the National Trust for Population Welfare (NATPOW). Based on the Fund's and the European Union's assessment of NATPOW, the Government was currently carrying out an in-depth assessment to seek workable alternatives. With regard to the comment on early age at marriage, she pointed out that social change did not occur overnight. Furthermore, it required strong advocacy. She noted that the sixth country programme included a subprogramme on advocacy.

176. With reference to the Philippines country programme, one delegation stated that impact and sustainability were two key issues confronting the National Family Planning and Health Programme. The modern methods contraceptive prevalence rate in the Philippines was the lowest in South-East Asia and even after 30 years of donor funding, donors still accounted for more than 90 per cent of the total funding for family planning. The representative asked UNFPA to elaborate on how the proposed country programme would explicitly take into account the objectives and approaches articulated in the Department of Health's Family Health Framework. The three principal thrusts described in the Framework included: an integrated package of family planning and health services, particularly directed to the poor; advocacy and information, education and communication (IEC) campaigns that were decentralized and relevant to the people's needs; and greater self-reliance on the private sector to improve access to and increased use of modern contraceptive methods.

177. The representative of the Philippines expressed his Government's satisfaction with the population and development activities undertaken in the Philippines under the leadership of UNFPA. He expressed gratitude for the support provided by UNFPA over a period of three decades. He also thanked the donor community for supporting UNFPA activities and, in particular, thanked the Governments of the Netherlands and Spain for the multi-bilateral funding

provided under the current country programme. He noted that his Government was fully committed to implementing the ICPD Programme of Action and to following up on ICPD+5. Urging the donor community to reverse the trend in the decline of resources for development cooperation, he called on them to improve their performance in reaching the estimated levels of required international assistance as set out in the ICPD Programme of Action. With regard to the multi-year planning, management and funding framework, he stated that it should not take a winding excursion that nullified its simple objective of facilitating the provision of continuous, stable and predictable resources for development. With regard to the programming procedures, he underscored that there should be a synchronization of the points raised in discussions at the Executive Board and those raised in consultations at the country level. He cautioned that there should be no resulting delay in programme implementation. He added that as was clearly noted in paragraph 2 of the document (DP/FPA/PHL/5), the formulation of the Philippines country programme had been the result of close consultations at the country level among governmental, non-governmental, United Nations and donor organizations. He noted that like most developing countries, the needs of the Philippines were great and the country was trying its best to meet those needs despite serious constraints. With regard to attaining self-sufficiency in the area of modern contraceptive commodities, he drew attention to paragraph 26 of the document, which referred to the Contraceptive Independence Initiative that was currently being considered by the Government and donors. The initiative would seek to mobilize the private sector and the community using a social marketing approach. In noting that developing countries assigned a high premium to a global partnership that directly related to their development, the speaker pointed out that their development was the development of all - for as they grew so, too, did their ability to absorb goods, services and capital beyond their shores.

178. With regard to the country programme for Turkmenistan, one delegation was pleased to note the range of the Fund's activities and the active support of NGOs and the information, education and communication media programme. However, given that voluntary family planning services were currently not widely available, the speaker urged UNFPA to give high priority to increasing public awareness and government support in order to improve access to voluntary family planning services, especially for birth spacing. The speaker added that UNFPA should also explore opportunities for the social marketing of contraceptives, consistent with Turkmenistan's cultural perspectives regarding birth spacing.

179. The Permanent Representative of Turkmenistan to the United Nations expressed her thanks to the Executive Board for the approval of the programme of assistance to Turkmenistan and to UNFPA for the attention and support given to her region and her country. She stated that the UNFPA-supported country programme had been formulated in close cooperation with the Government of Turkmenistan. She commended the technical and financial assistance provided by the Fund, including in such key areas as reproductive health care and the population census. She drew attention to the acute problems faced by her country in the area of reproductive health and maternal and child health care, particularly with regard to maternal and infant mortality. She was pleased to note that for the first time individual country programmes had been designed for the six Central Asian Republics. She observed that while a number of issues could be resolved on a regional basis, individual country programmes enabled

closer cooperation with governmental programmes and produced more effective solutions to the particular problems of each individual country. She emphasized that without resources the country programme could not be implemented. While thanking donor countries for their support, she called on them and the financial institutions to continue their support to the work of UNFPA. She assured the Executive Board that the Government of Turkmenistan would assist UNFPA in achieving the common goals of the country programme.

180. In her response, the Deputy Executive Director (Programme) thanked the delegations for their useful comments on the Fund's programming process and procedures and noted that they would help UNFPA in its review of the programming process. She observed that following the Board's 1997 decision, UNFPA had streamlined its programming procedures and developed new guidelines for the CPA process. The Fund would be pleased to make those guidelines available to interested members of the Board. She confirmed that the CPA exercise required that the country office should involve United Nations system partners, donor agencies and States members of the Executive Board in various stages of the CPA process. That was indeed the case in many countries. She added that UNFPA endeavoured to provide information early in the year on the upcoming CPA exercises so that interested Governments could ask for the CPA recommendations and/or indicate their interest in participating more actively in any stage of the exercise. She noted that several Governments, especially those of donor countries, had participated in the CPA exercises. She underscored that UNFPA appreciated such participation and observed that even under the new programming process opportunities clearly existed for consultants from donor agencies to participate in various phases of the process. Regarding the query on whether the CPA was a situation analysis, she stated that it was a situation analysis and more; however, it was not the UNFPA programme. The components of the CPA recommendations included the country's primary needs, priorities and strategic actions in the area of population, reproductive health and gender, and drew upon the United Nations Development Assistance Framework (UNDAF) as appropriate. The CPA also provided an assessment of the areas in which population-related investments could make the most significant contribution to the country's development; identified existing and required technical and financial resources; and included recommendations for sharpening the country's national population and development strategy. The intention was that the CPA should serve an audience broader than just UNFPA. Given the more frequent development of UNDAFs and Common Country Assessments (CCAs), it was hoped that the CPA would be subsumed under the CCA process. The Deputy Executive Director noted that UNFPA would look into the possibility of making the CPA reports available via the Internet. She reiterated that the Fund welcomed any further suggestions the Board members may wish to offer with regard to the review of the programming process.

181. The Director, Asia and the Pacific Division (APD), thanked the Executive Board members for the approval of the country programmes and noted that comments made by delegations would be shared with the UNFPA country offices so that they could be accommodated in the operationalization and implementation of projects. With respect to the comments made by one delegation on the Kazakhstan and Kyrgyzstan country programmes, she confirmed that both programmes took into account programme integration; programme sustainability; and commodity management/contraceptive security. Regarding the Kazakhstan country programme,

she noted that the activities referred to in paragraphs 22 and 23 of the document (DP/FPA/KAZ/1) were key to achieving the three outputs of the reproductive health subprogramme. UNFPA agreed that the creation of a separate vertical programme of reproductive health centres and related training facilities should be avoided and would, therefore, pursue integration of reproductive health services and training in the reformed primary health care system of family doctor group practices. The training provided would focus on nurses, midwives and general practitioners but would also include non-medical community workers in order to strengthen the outreach capacity of the primary health care system. UNFPA would also focus attention on the sustainability of community-based services and seek to ensure the necessary affiliation with family doctor group practices. She added that UNFPA recognized that collaboration with other donors was necessary for developing an efficient logistics management system for distribution of contraceptive commodities and basic public sector drugs. The country programme was designed to facilitate such collaboration. She observed that UNFPA had already undertaken contraceptive requirement studies in Kazakhstan and Uzbekistan.

182. With regard to the programme in Turkmenistan, the Director, APD, noted that UNFPA enjoyed good collaboration with other donors, including the United States Agency for International Development. Voluntary family planning and the enhancement of contraceptive choice would receive particular attention under the new programme. She welcomed the suggestion regarding social marketing and noted that the programme would seek to explore those possibilities, including by using the Youth Union and the Women's Association to launch social marketing activities. She noted that the reproductive health subprogramme attached importance to attaining community outreach through the involvement of NGOs. The advocacy subprogramme would, inter alia, focus on gaining the support of policy makers and opinion leaders. The Director thanked the Permanent Representatives of Kazakhstan and Turkmenistan for their interventions and for their emphasis on the need to increase resources for UNFPA programmes. She noted that in addition to the individual country programmes it would also be possible to undertake regional and subregional programmes if resources were forthcoming. She underscored the deep commitment of the Governments in the Central Asian Republics and noted that their collaboration and that of the donor community had been instrumental in the formulation of the six country programmes approved by the Executive Board. She also expressed her appreciation for the input provided by the UNFPA Country Support Team for Central and South Asia without whose contribution the programmes could not have been prepared in a timely manner. She added that two UNFPA publications focusing on a programme review and country profiles of Azerbaijan, Kazakhstan, Kyrgyzstan, Turkmenistan, Tajikistan and Uzbekistan had been provided for Board members and were available at the back of the conference room.

183. With regard to the Philippines, she noted that UNFPA agreed with the delegation that had pointed out that impact and sustainability were two major challenges faced by the national programme. She observed that in donor coordination meetings chaired by UNFPA that issue had been raised over the last few years. Also, UNFPA sought to address the issue on all possible occasions. She confirmed that the country programme had been formulated on the basis of close consultations with the Government, donors, and civil society, including

NGOs. She noted that the advocacy campaign would be carried out using the Government's decentralized approach.

184. The UNFPA Representative in Pakistan thanked the Executive Board for approving the Pakistan country programme and for the valuable comments made by various delegations. He noted that UNFPA had been an active member of Pakistan's Social Action Programme (SAP). In formulating the country programme, UNFPA had factored in the priorities of the SAP. With regard to the CPA, he observed that UNFPA had collaborated closely with a number of donors, particularly those who were members of the Task Force on Donor Coordination, including the Asian Development Bank, Canada, Germany, the European Union, Japan, the Netherlands, the United Kingdom and the World Bank. He added that two national consultation workshops had been held in 1998 in October and November and had involved federal and provincial departments, donor and United Nations agencies. UNFPA had also sought comments/input from a range of development partners in the country and had incorporated them in the CPA document. The country programme built on the rationale that the country was ready to make a jump-start in terms of raising awareness and meeting unmet needs through increasing access to and the quality of reproductive health information and services.

185. With regard to the query on youth and adolescents, he stated that two thirds of Pakistan's population was under the age of 25 and their reproductive health needs had been largely neglected under the previous country programme. He noted that under the new programme those needs would be addressed including through the provision of guidance and counselling services to youth and adolescents. The programme would employ a two-pronged approach using both the schools and the community to reach, respectively, in-school and out-of-school youth and adolescents. He observed that out-of-wedlock pregnancies did not constitute a significant proportion in Pakistan. Referring to the activities to be undertaken under the population and development strategies subprogramme, he noted that the 1998 census was the first to be undertaken after a period of 17 years. So far the census data analysis had been done only at a general level and more in-depth analysis was required so that trends and determinants could be assessed and the analysis could be used to inform policy. UNFPA had agreed with the Task Force on Donor Coordination to work in that area and would collaborate with the United Kingdom Department for International Development, including in strengthening the Census Commission.

186. Concerning the statistical data in the document (DP/FPA/PAK/6), the UNFPA Representative pointed out that as indicated in the footnotes, the data in the demographic fact sheet were drawn from United Nations sources while the data in the text of the document were drawn from Government of Pakistan sources. In responding to a query on the development of the subprogrammes, he noted that following the approval by the Executive Board, work would be initiated to flesh out the country programme into an operational framework including development of the subprogrammes with well-defined outputs, indicators and means of verification of the indicators. The country programme had made provision for strengthened monitoring and supervision with a view to improving programme outputs. With regard to the Technical Support Unit, he noted that there was a need in the country to strengthen technical inputs and technical capacity and the TSU was a mechanism to provide technical advisory services to both governmental and non-governmental users. The TSU had been operationalized in

March 1999 and currently it was too early to give a firm view on its functioning. However, the early indications were very encouraging. The TSU, in consultation with the Government and donors, had finalized its work plan and one of its activities was to operationalize the SAP in collaboration with other SAP partners. With regard to NGOs, he stated that the country programme would support activities aimed at strengthening the skills of non-governmental health service providers. In particular, support would be provided to NGOs working in the areas of reproductive health and gender equity and equality. He added that the Government was also interested in increasing the use of NGOs to execute projects. He referred to the NATPOW assessment that was under way and to discussions among the Government and NGOs to seek out a transparent, cost-effective and accountable mechanism for channelling support to NGOs in complementarity with government priorities, including those identified in the SAP.

## IX. OTHER MATTERS

### Joint United Nations Programme on HIV/AIDS

187. The representative of the Joint United Nations Programme on HIV/AIDS (UNAIDS), Liaison Office in New York, reported orally on the activities of UNAIDS in 1998 as they related to UNDP and UNFPA. He noted that UNAIDS placed a high value on its collaboration with UNDP and UNFPA, which as two of the seven co-sponsors, played a vital role in the joint efforts against HIV/AIDS.

188. With an estimated 5.8 million new infections in 1998, the total number of people living with HIV/AIDS worldwide had grown to 33.4 million in 1998, a 10 per cent increase over 1997. The social and economic dimensions of the epidemic were increasingly evident, with 95 per cent of all HIV-infected people living in developing countries. Two recent national human development reports, on Namibia and South Africa, examined the critical relationship between development and HIV/AIDS. The annual report by UNFPA entitled AIDS Update, published every year since 1991, was also recognized as a significant contribution.

189. A major rationale for the creation of UNAIDS had been the urgent need for a more coherent and intensified United Nations system response to the epidemic. During the past three years, coordination had moved well beyond the talking stage and the first unified HIV/AIDS work plan and budget for the UNAIDS secretariat and the seven co-sponsors had been approved.

190. Challenges remained massive, however, and required continued efforts and commitment over the long term, particularly in Africa. HIV/AIDS was now the number one overall cause of death in Africa, and 70 per cent of current global infections were found in that continent. Nine million Africans had already died of AIDS and over 22 million were currently living with HIV. In January 1999, the UNAIDS co-sponsors and secretariat had launched a new International Partnership Against AIDS in Africa, aimed at intensifying HIV/AIDS activities in the region. The new Partnership had been strongly endorsed at the latest meeting of the UNAIDS Programme Coordinating Board, by the Council of Ministers of the Organization of African Unity and by the Economic and Social Council in

1999. All co-sponsors were developing complementary HIV/AIDS strategies for Africa as a response to the Partnership.

191. Other areas of collaboration included the close work with UNDP and UNFPA on the follow-up to the World Summit on Social Development and the Fourth World Conference on Women.

192. Improvements had been seen at the country level in United Nations system coordination and support for the national response to the AIDS epidemic. The United Nations currently had 132 theme groups on HIV/AIDS, covering over 150 countries. Among the theme group Chairs, 31 were from UNDP and 13 from UNFPA. Another important role for UNDP related to its responsibility for managing the resident coordinator system. The resident coordinator was responsible and accountable for the effective functioning of the theme groups. A letter from the Administrator dated 1 September 1999 to all United Nations resident coordinators had reaffirmed the recognition and support of UNDP for the principles governing cooperation with UNAIDS at the country level.

193. The representative of UNAIDS brought to the attention of the Board two provisions of resolution 1999/36 adopted by the Economic and Social Council in July 1999. In one the Economic and Social Council requested UNAIDS to transmit, both to the Council and the governing bodies of its co-sponsors, the conclusions and recommendations of the meetings of the Committee of Co-Sponsoring Organizations and its Programme Coordinating Board. Secondly, the Economic and Social Council had requested that the co-sponsors and other organizations of the United Nations system submit to their governing bodies their proposed contribution to the United Nations system strategic plan for HIV/AIDS for the period 2001-2005.

194. The representative expressed the sincere appreciation of UNAIDS to UNDP and UNFPA for their deep commitment to HIV/AIDS issues, and for their support in working towards a concerted worldwide response to the AIDS epidemic. He requested, on behalf of UNAIDS, that the Board support increased and better-coordinated efforts by the co-sponsors and the UNAIDS secretariat on integrated HIV/AIDS planning at the country, regional and global levels, particularly in the context of the Africa Partnership. The Executive Board was also requested to support expanded efforts in the areas of HIV and development, and reproductive health and HIV, including the allocation of more resources in those areas.

195. Two delegations expressed their appreciation for the work of UNAIDS. Interventions in Africa were seen as particularly important, as the impact on that continent was very serious. One delegation underlined the need for concerted action at the country level, through the acceleration and expansion of country programmes to increase resources and delivery. In that regard, UNAIDS needed the full support of its co-sponsors at the country level. The role of the resident coordinator was critical in gaining effective joint action by the co-sponsors. Theme groups needed to be broadened with host country Governments taking a leadership role. It was noted that the distribution of condoms had been inadequate in many countries, an issue that UNFPA was requested to address. Another delegation requested an update on activities of the International Partnership Against AIDS in Africa.

196. The representative of UNAIDS agreed that the full commitment of the co-sponsors to effective theme groups at the country level was necessary. He hoped that the theme groups could be expanded to include national Governments, bilateral organizations, non-governmental organizations, and associations of people living with AIDS, and noted that in several cases, that had already occurred. There had been consultations in 20 countries regarding the International Partnership Against AIDS in Africa, including at the head of State and ministerial levels. A cooperation agreement between UNAIDS and the Organization of African Unity was signed on 17 September 1999. A major meeting was expected in late-1999 with all involved groups on the Partnership.

197. The Chief of the Technical Branch, Technical and Policy Division, UNFPA, noted that UNFPA worked closely with UNAIDS, especially through the Global Initiative on Reproductive Health Commodity Management, to strengthen national capacity on condom requirements and logistics management, to improve the timely availability of quality male and female condoms. UNFPA's country support teams would also be strengthened in partnership with UNAIDS to provide additional technical assistance in those areas.

198. The Executive Board took note of the oral progress report on UNAIDS activities in 1998 as they related to UNDP and UNFPA.

## Closing remarks

199. The Associate Administrator, on behalf of the Administrator and the Executive Director, expressed appreciation for the Board's work during the current session, in particular with regard to the decisions on the UNDP MYFF and the budgets for 2000-2001 for UNDP, UNFPA and UNOPS. He then said farewell to the outgoing members leaving the Board at the end of 1999: Antigua and Barbuda, Austria, Canada, Denmark, Guinea, the Libyan Arab Jamahiriya, Pakistan, Spain, Thailand and the United Kingdom. He also thanked the members of the Bureau for the important work they had done during the year: H. E. Mr. Asda Jayanama (Thailand), Ms. Jana Simonova (Czech Republic), H. E. Mr. John Ashe (Antigua and Barbuda), Ms. Anne Barrington (Ireland) and Mr. Kwabena Osei-Danquah (Ghana). He noted that several focal points would be leaving before the next session: Ms. Arunrung Phothong (Thailand), Mr. Hicham Hamdan (Lebanon), Ms. Alison Blackbourne (United Kingdom), Mr. Alan March (Australia), and Mr. Dino Beti (Switzerland). He thanked them for their important contributions to the work of the Board.

200. The Vice President, Mr. Kwabena Osei-Danquah (Ghana), on behalf of the Board, thanked the officials of UNDP and UNFPA for their effective work in spite of declining resources. He also cited the excellent work of the Board, which had earned great respect within the United Nations.

201. The Executive Board concluded its work by adopting the following decision:

### 99/25. Overview of decisions adopted by the Executive Board at its third regular session 1999

The Executive Board

Recalls that during the third regular session 1999 it:

ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its third regular session 1999 (DP/1999/L.4), as orally amended;

Approved the report on the second regular session 1999 (DP/1999/13);

Agreed to the following schedule of sessions of the Executive Board in the year 2000, subject to the approval of the Committee on Conferences:

| | |
|---|---|
| First regular session 2000: | 24-28 January 2000 and 31 January 2000 (Joint session with the UNICEF Executive Board) |
| Second regular session 2000: | 3-7 April 2000 |
| Annual session 2000: | 13-23 June 2000 (Geneva) |
| Third regular session 2000: | 11-15 September 2000 |

Agreed to the preliminary list of items to be discussed at the first regular session 2000 of the Executive Board, as contained in the annex to the present decision;

Agreed to the list of items for 2000 (DP/1999/CRP.11) to be included in the draft work plan for 2000;

## **UNDP SEGMENT**

ITEM 2: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 99/23 of 17 September 1999 on the UNDP multi-year funding framework 2000-2003 and budget estimates for the biennium 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the UNDP budget estimates for the biennium 2000-2001 (DP/1999/33);

Took note of the annual review of the financial situation 1998, including detailed statistical information (DP/1999/32 and Add.1);

Took note of the annual statistical report 1998, including procurement of goods and services (DP/1999/34);

Took note of the report on information on United Nations system technical cooperation expenditure 1998, including the statistical annex (DP/1999/35 and Add.1);

Adopted decision 99/20 of 17 September 1999 on the United Nations Revolving Fund for Natural Resources Exploration;

### ITEMS 2 AND 6: FUNDING SITUATION OF UNDP AND UNFPA

Adopted decision 99/24 of 17 September 1999 on the funding situation of UNDP and UNFPA;

### ITEM 3: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Took note of the note by the Administrator on assistance to the Democratic Republic of the Congo (DP/1999/36) and authorized the Administrator to continue to approve assistance to the Democratic Republic of the Congo on a project-by-project basis;

Approved the following country cooperation frameworks:

First country cooperation framework for the Central African Republic (DP/CCF/CAF/1 and Corr.1);

First country cooperation framework for Antigua and Barbuda (DP/CCF/ANT/1);

First country cooperation framework for Ecuador (DP/CCF/ECU/1);

First country cooperation framework for Haiti (DP/CCF/HAI/1 and Corr.1);

Took note of the:

First extension of the first country cooperation framework for Eritrea (DP/CCF/ERI/1/EXTENSION I);

### ITEM 4: SPECIAL FUNDS AND PROGRAMMES

Adopted decision 99/22 of 17 September 1999 on the United Nations Capital Development Fund;

### ITEM 5: UNOPS: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 99/15 of 15 September 1999 on the UNOPS revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on UNOPS budget estimates for 2000-2001 (DP/1999/41);

Adopted decision 99/16 of 15 September 1999 on the level of the UNOPS operational reserve;

Adopted decision 99/17 of 15 September 1999 on the responsibility of the United Nations Office for Project Services in personnel matters;

## UNFPA SEGMENT

### ITEM 6: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 99/21 of 17 September 1999 on UNFPA estimates for the biennial support budget for 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the biennial support budget estimates for 2000-2001 (DP/FPA/1999/14);

Took note of the report on the annual financial review 1998 (DP/FPA/1999/13);

### ITEM 7: TECHNICAL SUPPORT SERVICES

Adopted decision 99/19 of 17 September 1999 on the UNFPA Technical Advisory Programme, 2000-2003;

### ITEM 8: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the following country programmes:

Assistance to the Government of Azerbaijan (DP/FPA/AZE/1);

Assistance to the Government of Kazakhstan (DP/FPA/KAZ/1);

Assistance to the Government of Kyrgyzstan (DP/FPA/KGZ/1);

Assistance to the Government of Pakistan (DP/FPA/PAK/6);

Assistance to the Government of the Philippines (DP/FPA/PHL/5);

Assistance to the Government of Tajikistan (DP/FPA/TJK/1);

Assistance to the Government of Turkmenistan (DP/FPA/TKM/1);

Assistance to the Government of Uzbekistan (DP/FPA/UZB/1);

Approved the extension of and additional resources for the country programme for Haiti (DP/FPA/HTI/2/EXT1).

### ITEM 9: OTHER MATTERS

Adopted decision 99/18 of 17 September 1999 on ICPD+5;

Took note of the oral report on the activities of the Joint United Nations Programme on HIV/AIDS.

17 September 1999

## Annex

### EXECUTIVE BOARD OF UNDP/UNFPA

### FIRST REGULAR SESSION 2000
(24-28 JANUARY 2000 AND 31 JANUARY 2000)

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Item 2. UNDP business plan

Item 3. Change management

Item 4. Financial, budgetary and administrative matters: revised UNDP Financial Regulations and Rules

Item 5. Country cooperation frameworks and related matters

Item 6. United Nations Development Fund for Women

Item 7. Evaluation of the relationship between UNOPS and UNDP

#### UNFPA segment

Item 8. Country programmes and related matters

Item 9. Financial, budgetary and administrative matters

Item 10. Technical Advisory Programme, 2000-2003

#### UNDP/UNFPA joint segment

Item 11. Implementation of recommendations of the Board of Auditors

Item 12. Field visits

Item 13. Other matters

- UNDP corporate communication and advocacy strategy
- Coordinating Committee on Health

### JOINT SESSION OF THE EXECUTIVE BOARDS OF UNDP/UNFPA AND UNICEF

# Annex I

## DECISIONS ADOPTED BY THE EXECUTIVE BOARD DURING 1999

First regular session 2000
24-28 and 31 January 2000, New York
Item 1 of the provisional agenda
UNDP

## ORGANIZATIONAL MATTERS

## Decisions adopted by the Executive Board during 1999

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## 99/1. Multi-year funding framework

The Executive Board

1. Reaffirms its decision 98/23, and in this context takes note of the report of the Administrator on the multi-year funding framework (DP/1999/CRP.4);

2. Also reaffirms the need to reverse the decline in core resources and to place UNDP core funding on a predictable and continuous basis and to reach, as soon as possible, the target of $1.1 billion while recognizing the risk involved in overdependence on a limited number of donors;

3. Further reaffirms the importance of the development of the multi-year funding framework (MYFF) as an integral element of the funding strategy approved by the Board in its decision 98/23;

4. Welcomes the steps the Administrator has taken in this regard and takes note of the development of a reporting system to the Board comprising an annual results-oriented report (ROAR) and a four-yearly assessment of the multi-year funding framework (MYFFR) and requests the Administrator to continue to develop the multi-year funding framework and the reporting system in accordance with the timetable set out in paragraph 65 of document DP/1999/CRP.4, taking into account the views of the Board and fully respecting the principles contained in its decision 98/23;

5. Decides to hold the first funding session, in accordance with paragraph 12 (b) of decision 98/23, at the second regular session 1999, and requests the Administrator to make the necessary arrangements as outlined in paragraphs 52 to 63 of document DP/1999/CRP.4;

6. Requests all States members of UNDP to communicate their voluntary core contributions, as indicated in decision 98/23, and a schedule of payments, in writing, to the Secretariat by the beginning of April at the latest to facilitate efficient preparation of the funding session; and requests the Administrator to provide for that session a record of actual core contributions and payment of government contributions to local office costs;

7. Also requests the Administrator to continue to hold open-ended, informal consultations with States members of UNDP on the further development and implementation of the multi-year funding framework;

8. Further requests the Administrator to submit the following reports as part of the further implementation of the funding strategy:

(a) An interim report to the Executive Board at its annual session 1999 on the implications of the funding strategy for the funds and programmes associated with UNDP; and

(b) A report to the Executive Board at its annual session 2000 on the proposed timing, format and content of the multi-year funding framework, including a clear indication of how the lessons learned in one multi-year funding framework cycle will be fed into the next cycle;

9. Decides to continue consideration of ways and means to redress resource shortfalls as and when necessary.

29 January 1999

## 99/2. Successor programming arrangements

The Executive Board

1. Takes note of the additional information on the review of the successor programming arrangements contained in document DP/1999/CRP.3;

2. Recalls that in its decision 98/19, the Executive Board, *inter alia*:

(a) Decided to apply the various financial planning parameters of decision 95/23 for the years 2000-2001, including the provisions of paragraph 25;

(b) Endorsed the proposed extension of the percentage earmarkings for programme resources set out in decision 95/23 with certain modifications from 2001 onwards (as specified in para. 4 of decision 98/19); and

(c) Reaffirmed the basic methodology for the distribution of resources as described in paragraphs 21-26 of decision 95/23 as the basis for calculating target for resource assignments from the core line 1.1.1 (TRAC-1) earmarkings for individual countries, as well as for overall TRAC allocations, with certain modifications from the year 2001 (as specified in para. 5 of decision 98/19);

3. Reaffirms, as basic principles for the allocation of programme resources in accordance with paragraphs 21-26 of decision 95/23: the focus on the low-income and least developed countries; progressivity in favour of the low-income countries; and a gradual move to net contributor status and graduation for countries that achieve higher levels of gross national products;

4. Decides to use 1997 or latest available gross national product per capita and population data in the calculation of TRAC-1 earmarkings for the years 2001-2003;

5. Decides to adjust the gross national product per capita breakpoint delineating the low- and middle-income countries from $750 to $900;

6. Expresses concern that unless there is early attainment of the target of $1.1 billion, the focus on low-income countries and least developed countries in terms of impact would not be attained and requests the Administrator to propose to the Executive Board ways and means to redress any shortfall in the target;

7. Recognizes the important contribution that UNDP brings to supporting net contributor countries in their pursuit of the objectives of sustainable human development;

8. Decides that UNDP should consider net contributor countries as a separate group of programme countries outside the TRAC distribution model;

9. Endorses the proposal to eliminate the system of reimbursable TRAC earmarkings with effect from 2001, subject to the following provisions:

(a) First-time net contributor countries will continue to receive, for a grace period of three years, a TRAC-1 calculated at 60 per cent of the earmarking of the previous period;

(b) First-time net contributor countries will continue to benefit from the waiver of Government local office costs during the grace period of three years;

(c) After the grace period, reimbursement of the country office costs shall be ensured by the net contributor country through a flexible mix of instruments;

(d) UNDP must consult with Governments on costs associated with the UNDP local office structure;

(e) Whenever there should be a Resident Representative and a Deputy Resident Representative, UNDP should continue to cover the cost;

10. Also endorses the proposed establishment in all interested net contributor countries of a locally reimbursed revolving TRAC (LRRT), providing a flexible and responsive tool for UNDP support as follows:

(a) The initial outlay to the LRRT in a new net contributor country in the three-year grace period will be funded from its TRAC-1 earmarking. For an existing net contributor country, the initial outlay will be funded by the net contributor country itself. Any outlays under the LRRT will be subsequently reimbursed from government or third-party cost-sharing contributions;

(b) The LRRT will be used as seed funding for the initiation of UNDP non-core development activities;

(c) The level and use of the funding will be discussed and agreed to at the country level;

(d) All UNDP rules, regulations and procedures will continue to apply, including the elaboration of a country cooperation framework for approval by the Executive Board;

11. Decides to maintain the current gross national product per capita thresholds for net contributor countries at $4,700;

12. Requests the Administrator to proceed with the calculation of TRAC-1 earmarkings in accordance with the provisions of the present decision and of paragraphs 4 and 5 of decision 98/19, using 1997 or the latest available data, and on this basis to proceed with programme planning and implementation for the period 2001-2003;

13. Also requests the Administrator to submit to the Executive Board, at its annual session 2002, a report on possible improvements of the present TRAC resource distribution model, including a review of thresholds.

29 January 1999

## 99/3. Overview of decisions adopted by the Executive Board at its first regular session 1999

The Executive Board

Recalls that during the first regular session 1999 it:

### ITEM 1: ORGANIZATIONAL MATTERS

Elected the following members of the Bureau for 1999:

| | |
|---|---|
| President: | H.E. Mr. Asda Jayanama (Thailand) |
| Vice-President: | Ms. Jana Simonova (Czech Republic) |
| Vice-President: | H.E. Dr. John W. Ashe (Antigua and Barbuda) |
| Vice-President: | Ms. Anne Barrington (Ireland) |
| Vice-President: | Mr. Aboubacar Dione (Guinea) |

Approved the agenda and work plan for its first regular session 1999 (DP/1999/L.1) as orally amended;

Approved the report of the third regular session 1998 (DP/1999/1);

Approved the annual work plan 1999 for the UNDP/UNFPA Executive Board as orally amended;

Agreed to reschedule its second regular session 1999 from 5-9 April 1999 to 12-16 April 1999;

Agreed to the following schedule of future sessions of the Executive Board in 1999:

| | |
|---|---|
| Second regular session 1999: | 12-16 April 1999 |
| Annual session 1999: | 14-25 June 1999 (New York) |
| Third regular session 1999: | 13-17 September 1999 |

Agreed to the following tentative schedule of future sessions of the Executive Board in 2000:

| | |
|---|---|
| First regular session 2000: | 24-28 January 2000 |
| Second regular session 2000: | 27-31 March 2000 |
| Annual session 2000: | 12-23 June 2000 (Geneva) |
| Third regular session 2000: | 11-15 September 2000 |

Agreed to the subjects to be discussed at the second regular session 1999 of the Board, as listed in the annex to the present decision;

## UNDP/UNFPA SEGMENT

### ITEM 2: RECOMMENDATIONS OF THE BOARD OF AUDITORS

Took note of the UNDP report on an updated overview of implementation of recommendations of the Board of Auditors, including an updated timetable (DP/1999/3);

Took note of the UNFPA report on an updated overview of implementation of recommendations of the Board of Auditors (DP/FPA/1999/2);

## UNDP SEGMENT

### ITEM 3: UNDP 2001

Took note of the progress report on the implementation of change management (DP/1999/CRP.2);

### ITEM 4: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Adopted decision 99/2 of 29 January 1999 on successor programming arrangements;

Approved the following country cooperation frameworks:

First country cooperation framework for Kenya (DP/CCF/KEN/1);

First country cooperation framework for Madagascar (DP/CCF/MAG/1);

First country cooperation framework for Niger (DP/CCF/NER/1);

First country cooperation framework for Suriname (DP/CCF/SUR/1);

First country cooperation framework for Tajikistan (DP/CCF/TAJ/1);

### ITEM 5: UNDP: INFORMATION AND COMMUNICATION STRATEGY

Took note of the oral presentations on key areas of communication needs and of the comments made thereon by delegations;

### ITEM 6: SPECIAL FUNDS AND PROGRAMMES

Took note of the report on activities of the Global Environment Facility, the Montreal Protocol, the Office to Combat Desertification and Drought (UNSO) and the United Nations Revolving Fund for Natural Resources Exploration (DP/1999/4);

### ITEM 7: RESOURCE MOBILIZATION

Adopted decision 99/1 of 29 January 1999 on a UNDP multi-year funding framework;

### ITEM 8: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Decided to postpone consideration of this item to the second regular session 1999;

### ITEM 9: FIELD VISITS

Took note of the reports on the field visits to Bangladesh (DP/1998/CRP.13), Tunisia and Lebanon (DP/1998/CRP.14) and South Africa (DP/1998/CRP.15);

## UNFPA SEGMENT

### ITEM 10: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the following country programmes:

Assistance to the Government of Burundi (DP/FPA/BDI/4);

Assistance to the Government of Madagascar (DP/FPA/MDG/4);

### ITEM 11: OTHER MATTERS

Authorized the Bureau to approve the nomination from the Western Europe and Other States group for a member and an alternate to serve on the WHO/UNICEF/UNFPA Coordinating Committee on Health for a one-year term, with the nomination to be confirmed at the second regular session 1999;

### ITEM 12: JOINT MEETING OF THE UNDP/UNFPA, UNICEF AND WFP EXECUTIVE BOARDS

Held a joint meeting with presentations made on areas of concerted action in 1999 and on the proposed revised format for the future biennial support budget, including the report thereon of the Advisory Committee on Administrative and Budgetary Questions (DP/1996/6-DP/FPA/1999/1-E/ICEF/1999/AB/L.2; DP/1999/7-DP/FPA/1999/3-E/ICEF/1999/AB/L.4).

29 January 1999

## Annex

## EXECUTIVE BOARD OF UNDP/UNFPA
## WORKPLAN 1999

## Second regular session 1999 (12-16 April 1999)
(5 working days)

| Item No. | Nature of report | Action/ Information | Time allotted | Item and subject |
|---|---|---|---|---|
| 1 | | | | ORGANIZATIONAL MATTERS |
| | Official (DP/1999/L.2) | A | ½ day | Provisional agenda, annotations, list of documents |
| | Official | A | | Report on the first regular session 1999 |
| | Official | I | | Decisions adopted by the Executive Board at its first regular session 1999 |
| | | | | JOINT UNDP/UNFPA SEGMENT |
| 2 | | | | REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL |
| | Official | A | | |
| 3 | | | | COMMON PREMISES AND SERVICES |
| | CRP | I | | Progress report |
| 4 | | | 1 day | STATEMENTS ON FUNDING COMMITMENTS TO UNDP AND UNFPA |
| | | | | UNFPA SEGMENT |
| 5 | | | | COUNTRY PROGRAMMES AND RELATED MATTERS |
| | Official | A | ½ day | |
| 6 | | | | TECHNICAL SUPPORT SERVICES |
| | Official | I | ½ day | Progress report on the effectiveness of improvements in the operation of the Technical Support Services system (98/6) |
| | | | | SECTOR-WIDE APPROACHES |
| 7 | Official | I | | |

| Item No. | Nature of report | Action/ Information | Time allotted | Item and subject |
|---|---|---|---|---|
| 8 | | | | ICPD+5 |
| | CRP | I | ¼ day | Progress report on ICPD+5 process, including the outcome of The Hague International Forum |
| 9 | | | | RESOURCE MOBILIZATION |
| | CRP | I | ¼ day | Follow-up to decision 98/24 on UNFPA funding strategy |
| 10 | | | | EMERGENCY ASSISTANCE |
| | Official | I | ¼ day | UNFPA assistance in emergency situations |
| | | | | UNDP SEGMENT |
| 11 | | | ¼ day | FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS |
| | Official | A | | Risk management |
| | | | | COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS |
| 12 | Official | A | | Country cooperation frameworks |
| 13 | | | ¼ day | OTHER MATTERS |

Abbreviations: A = action; CRP = conference room paper; I = information.

## 99/4. UNFPA and sector-wide approaches

The Executive Board

1. Takes note with appreciation of the report on sector-wide approaches contained in document DP/FPA/1999/CRP.1;

2. Encourages UNFPA to take an active part in the policy-making and planning stages in the sector-wide approaches in programme countries, with the concurrence and the overall guidance of national Governments, and to take an important advocacy role regarding reproductive and sexual health services and reproductive rights in such processes, taking into account the principles of the ICPD Programme of Action;

3. Requests UNFPA, in this context, to broaden and strengthen the competencies required to secure full and active participation of UNFPA in the policy-making and planning stages in sector-wide approaches, and to strengthen arrangements to access a full range of technical expertise;

4. Requests UNFPA to consider further, in consultation with partners, challenges and opportunities for a full-fledged involvement by UNFPA in the sector-wide approaches and to examine the need for changes of administrative and financial regulations, if any, that could facilitate the involvement of UNFPA, taking into account the multi-year funding framework;

5. Requests the Executive Director to present to the Executive Board at its second regular session 2000 a conference room paper on the involvement of UNFPA in sector-wide approaches.

16 April 1999

## 99/5. UNFPA: Multi-year planning, management and funding framework

The Executive Board

1. Reaffirms its decision 98/24 on the United Nations Population Fund funding strategy in which, inter alia, it decided that UNFPA should develop a multi-year funding framework that integrates programme objectives, resources, budget and outcomes, with the objective of increasing core resources, and in this context takes note with appreciation of the report of the Executive Director on the multi-year planning, management and funding framework (DP/FPA/1999/CRP.2);

2. Welcomes the steps which the United Nations Population Fund has taken to implement decision 98/24 and requests the Executive Director to continue to develop the multi-year planning, management and funding framework, taking into account the views of the Executive Board in this regard and fully respecting the principles contained in decision 98/24;

3. Requests the Executive Director to aim to submit to the Executive Board at its first regular session 2000 the first multi-year framework, 2000-2003; and decides to hold the first funding session as outlined in paragraph 11(b) of decision 98/24 at its second regular session 2000;

4. Requests the Executive Director, in further developing the multi-year planning, management and funding framework beyond 2000, to ensure that the funding session and the annual reporting on the framework are both held at the second regular session in accordance with the principles contained in decision 98/24;

5. Requests the Executive Director to continue to hold regular open-ended informal consultations with States members of the United Nations Population Fund on the further development and implementation of the multi-year planning, management and funding framework.

16 April 1999

## 99/6. UNFPA: UNFPA support for reproductive health in emergency situations

The Executive Board

1. Takes note with appreciation of the report of the Executive Director on UNFPA support for reproductive health in emergency situations (DP/FPA/1999/6);

2. Requests the Executive Director to submit to the Executive Board at its third regular session 1999, taking into account all the views expressed at the second regular session 1999, a report that contains concrete proposals on UNFPA emergency programming procedures.

16 April 1999

## 99/7. Overview of decisions adopted by the Executive Board at its second regular session 1999

The Executive Board

Recalls that during the second regular session 1999 it:

### ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its second regular session 1999 (DP/1999/L.2 and Corr.1);

Approved the report on the first regular session 1999 (DP/1999/8);

Approved the report on the second regular session 1999 on item 2: Reports to the Economic and Social Council;

Agreed to the following schedule of future sessions of the Executive Board in 1999 and 2000 subject to the approval of the Committee on Conferences:

| | |
|---|---|
| Annual session 1999: | 14-23 June 1999 (New York) |
| Third regular session 1999: | 13-17 September 1999 |
| First regular session 2000: | 24-28 January 2000 |
| Second regular session 2000: | 3-7 April 2000 |
| Annual session 2000: | 12-23 June 2000 (Geneva) |
| Third regular session 2000: | 11-15 September 2000 |

Agreed to the subjects to be discussed at the annual session 1999 of the Board, as listed in the work plan (see annex I);

## UNDP/UNFPA SEGMENT

### ITEM 2: REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL

Took note of the reports of the Administrator (DP/1999/10) and the Executive Director (DP/FPA/1999/5) to the Economic and Social Council and agreed to transmit them to the Economic and Social Council with comments made thereon;

### ITEM 3: COMMON PREMISES AND SERVICES

Took note of the progress report on the United Nations House programme (DP/1999/CRP.5);

### ITEM 4: STATEMENTS ON FUNDING COMMITMENTS TO UNDP AND UNFPA

Held its first funding meeting following decision 99/1 and took note of the report on core funding commitments to UNDP 1999 and onwards (DP/1999/CRP.6) with comments made thereon, including the revised tables 1 and 2 (see annex II);

## UNFPA SEGMENT

### ITEM 5: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the request for assistance to the Government of Benin (DP/FPA/BEN/5 and Corr.1);

### ITEM 6: TECHNICAL SUPPORT SERVICES

Took note of the progress report on improvements implemented in the operation of the UNFPA Technical Support Services system (DP/FPA/1999/4);

### ITEM 7: SECTOR-WIDE APPROACHES

Adopted decision 99/4 of 16 April 1999 on UNFPA and sector-wide approaches;

### ITEM 8: ICPD+5

Took note of the oral presentation on the ICPD+5 review and assessment process, including the outcome of the Hague International Forum;

### ITEM 9: RESOURCE MOBILIZATION

Adopted decision 99/5 of 16 April 1999 on UNFPA multi-year planning, management and funding framework;

### ITEM 10: EMERGENCY ASSISTANCE

Adopted decision 99/6 of 16 April 1999 on UNFPA support for reproductive health in emergency situations;

## UNDP SEGMENT

### ITEM 11: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Took note of the report on UNDP financial risk management; review of operational reserve (DP/1999/5/Rev.1) and the report of the Advisory Committee on Administrative and Budgetary Questions on UNDP financial risk management; review of operations reserve (DP/1999/26) and decided to resume consideration of these documents at its annual session 1999.

### ITEM 12: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Approved the first country cooperation framework for Aruba (DP/CCF/ARU/1 and Corr.1);

Took note of the report on assistance to Somalia (DP/1999/11) with the comments made thereon and authorized the Adminisrator to continue to approve projects in Somalia on a case-by-case basis;

Took note of the report on assistance to Montserrat(DP/1999/12 and Corr.1);

Took note of the report on preliminary earmarkings for the target for resource assignment from the core for the period 2001-2003 (DP/1999/27);

## ITEM 13: OTHER MATTERS

Approved the selection of the representatives of the Western Europe and Other States group and of the Latin America and Caribbean group to serve on the WHO/UNICEF/UNFPA Coordinating Committee on Health for a one-year term.

Took note of the briefing by UNFPA on its programme of assistance to the Government of Peru.

16 April 1999

## Annex I

Annual session 1999 (14-23 June 1999)

| DAY/DATE | TIME | ITEM | SUBJECT |
|---|---|---|---|
| MONDAY<br>14 JUNE | A.M. | 1 | Organizational matters: Adoption of the agenda and agreement on the work plan and approval of the report on the second regular session 1999 |
| | | 2 | UNDP: Annual report of the Administrator |
| | P.M. | 2 | UNDP: Annual report of the Administrator (continued) |
| TUESDAY<br>15 JUNE | A.M. | 3 | UNDP: Follow-up to United Nations reform |
| | P.M. | 4 | UNDP: Evaluation |
| WEDNESDAY<br>16 JUNE | A.M. | 5 | UNDP: Country cooperation frameworks and related matters |
| | | 14 | UNDP: Financial, budgetary and administrative matters: financial risk management |
| | P.M. | 6 | UNDP: Information and communication strategy |
| THURSDAY<br>17 JUNE | A.M. | 7 | UNDP: Resource mobilization |
| | | 8 | UNDP: Technical cooperation among developing countries |
| | P.M. | 9 | United Nations Office for Project Services |
| FRIDAY<br>18 JUNE | A.M. | | UNDP/UNFPA JOINT SEGMENT |
| | | 10 | Internal audit and oversight |
| | | 15 | Field visit to Brazil |
| | P.M. | *SPECIAL EVENT*<br>*Private sector in Africa: Role of UNDP* | |

| DAY/DATE | TIME | ITEM | SUBJECT |
|---|---|---|---|
| MONDAY<br>21 JUNE | A.M. | | **UNFPA SEGMENT** |
| | | 11 | UNFPA: Report of the Executive Director for 1999 |
| | P.M. | 11 | UNFPA: Report of the Executive Director for 1999 (continued) |
| TUESDAY<br>22 JUNE | A.M. | 11 | UNFPA: Report of the Executive Director for 1999 (continued) |
| | P.M. | 12 | UNFPA: Work plan and request for programme expenditure authority |
| WEDNESDAY<br>23 JUNE | A.M. | 13 | UNFPA: Information and communication strategy |
| | P.M. | 15 | Other matters<br>- Report on the World Trade Organization initiative for least developed countries<br>- Joint United Nations programme on HIV/AIDS<br>- Pending decisions |

Informal briefings proposed:

- Briefing by the World Bank on the Comprehensive Development Framework and the Global Trust Fund
- UNDP assistance to the Indonesian election process
- Presentation by the Office of Development Studies
- Follow-up activities to Hurricane Mitch

## ANNEX II.

### Table 1. Commitments/estimates of contributions to UNDP core resources: 1999-2001 and incom: to UNDP core resources and government local office costs: 1997-1998 a/ (as of 30 April 1999)

| 1.a. OECD/DAC Members | 1997 Income received | | | 1998 Income received | | | 1999 PLEDGES & ESTIMATES b/ | | | | | 2000 Pledges & Estimates b/ | | 2001 Pledges & Estimates b/ | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Local currency (in millions) | US $ | Percentage share of total core contribution | Local currency (in millions) | US $ | Percentage share of total core contribution | Local currency (in millions) | US $ | Percentage share of total core contribution | % increase in local currency | % increase in US $ | Local currency (in millions) | US $ | Local currency (in millions) | US $ |
| Australia | - | - | 0.0% | 13.2 c | 8,257,348 c | 1.1% | 8.7 * | 4,213,838 | 0.6% | 0.0% | 5.1% | 8.7 * | 4,213,838 | 8.7 * | 4,213,838 |
| Austria | 138.90 | 11,452,850 | 1.5% | 125.9 | 10,062,006 | 1.3% | 143.8 d | 11,214,385 d | 1.5% | 0.0% | -2.4% | 125.8 | 9,809,273 | 125.8 | 9,809,273 |
| Belgium | 660.00 | 18,591,548 | 2.4% | 454.2 | 12,245,283 | 1.6% | 464.2 | 12,346,796 | 1.7% | 2.2% | 0.8% | | | | |
| Canada | 41.25 | 29,783,782 | 3.9% | 41.3 | 29,290,780 | 3.9% | 41.3 | 27,350,880 | 3.7% | 0.0% | -6.6% | 41.3 | 27,350,880 | 41.3 | 27,350,880 |
| Denmark | 508.56 | 76,330,308 | 10.0% | 550.0 | 84,550,097 | 11.3% | 575.0 * | 85,324,232 | 11.6% | 4.5% | 0.9% | | | | |
| Finland | 61.00 | 11,888,104 | 1.6% | 62.0 | 11,453,273 | 1.5% | 65.0 | 11,729,846 | 1.6% | 4.8% | 2.4% | | | | |
| France | 80.00 | 13,808,072 | 1.8% | 31.6 | 5,148,580 | 0.7% | 100.0 d | 16,357,109 d | 2.2% | 55.0% | 51.8% | | | | |
| Germany | 120.00 | 69,379,832 | 9.1% | 100.0 | 56,825,900 | 7.6% | 75.0 | 41,144,813 | 5.6% | -25.0% | -27.6% | | | | |
| Ireland | 1.86 | 2,856,780 | 0.4% | 2.2 | 3,084,412 | 0.4% | 2.47 | 3,298,958 | 0.4% | 10.0% | 6.9% | 2.42 | 3,298,958 | 2.42 | 3,298,958 |
| Italy | 32,000.0 | 19,553,668 | 2.6% | 19,000.0 | 10,734,483 | 1.4% | 22,000.0 | 12,191,087 | 1.7% | 15.8% | 13.6% | 22,000.0 * | 12,191,087 | 22,000.0 * | 12,191,087 |
| Japan | - | 99,271,200 | 13.0% | - | 79,886,000 | 10.6% | - | 80,000,000 | 10.8% | - | 0.1% | | | | |
| Luxembourg | 15.0 | 431,034 | 0.1% | 20.0 | 526,535 | 0.1% | 24 | 638,352 | 0.1% | 20.0% | 21.2% | 30 | 797,940 | 30 | 797,940 |
| Netherlands | 170.0 | 87,480,816 | 11.5% | 165.0 | 82,336,454 | 11.0% | 150.0 | 73,033,218 | 9.9% | -9.1% | -11.3% | | | | |
| New Zealand | 4.4 | 3,034,483 | 0.4% | 4.4 | 2,573,099 | 0.3% | 4.4 * | 2,340,428 | 0.3% | 0.0% | -9.0% | | | | |
| Norway | 524.0 | 75,820,482 | 10.0% | 560.0 | 74,590,245 | 9.9% | 550.0 | 68,812,292 | 9.3% | -1.8% | -8.3% | | | | |
| Portugal | - | 1,200,000 | 0.2% | - | 1,400,000 | 0.2% | - | 1,600,000 | 0.2% | - | 14.3% | | | | |
| Spain | 541.0 | 5,800,000 | 0.8% | 741.0 | 5,282,857 | 0.7% | 815 * | 5,256,823 | 0.7% | 10.0% | -0.7% | | | | |
| Sweden | 460.0 | 61,162,080 | 8.0% | 470.0 | 59,968,102 | 8.0% | 490.0 | 59,383,838 | 8.0% | 4.3% | -1.0% | 490.0 | 59,383,838 | 490.0 | 59,383,838 |
| Switzerland | 56.0 | 38,620,690 | 5.1% | 56.0 | 41,791,045 | 5.6% | 56.0 * | 37,583,893 | 5.1% | 0.0% | -10.1% | | | | |
| United Kingdom | 24.0 | 38,850,874 | 5.1% | 30.0 | 50,000,000 | 6.7% | 35.0 | 56,634,304 | 7.7% | 16.7% | 13.3% | 35.0 | 56,634,304 | 35.0 | 56,634,304 |
| United States | - | 72,350,000 | 9.5% | - | 95,548,485 | 12.7% | - | 100,000,000 | 13.5% | - | 4.7% | | 80,000,000 | | |
| Subtotal DAC | | 737,584,425 | 96.9% | | 725,581,946 | 96.6% | | 711,882,109 | 96.4% | | -1.9% | | | | |
| Others | | 23,400,613 | 3.1% | | 25,383,485 | 3.4% | | 26,889,002 | 3.6% | | 4.9% | | | | |
| TOTAL UNDP | | 760,985,038 | 100.0% | | 750,925,481 | 100.0% | | 738,871,211 | 100.0% | | -1.7% | | | | |
| **1.b. Non-DAC** | | | | | | | | | | | | | | | |
| Andorra | | 8,000 | 0.0% | | 0 | 0.0% | | | 0.0% | | | | | | |
| Cyprus | | | 0.0% | | 0 | 0.0% | | | 0.0% | | | | | | |
| Greece | | 788,348 | 0.1% | 70,185,343 | 276,296 | 0.0% | 70,000,000 | 239,484 | 0.0% | -0.2% | -13.3% | | | | |
| Holy See | | 2,500 | 0.0% | | 0 | 0.0% | | | 0.0% | | | | | | |
| Iceland | 31,800,000 | 767,887 | 0.1% | 22,100,000 | 364,910 | 0.0% | 18,300,000 | 272,321 | 0.0% | -17.2% | -25.4% | | | | |
| Liechtenstein | 10,000 | 6,944 | 0.0% | 10,000 | 6,849 | 0.0% | 10,000 | 6,711 | 0.0% | 0.0% | -2.0% | | | | |
| Malta | | 148,934 | 0.0% | | 25,000 | 0.0% | | | 0.0% | | | | | | |
| Monaco | 75,000 | 13,158 | 0.0% | | 0 | 0.0% | 70,000 | 11,450 | 0.0% | | | | | | |
| Subtotal non-DAC | | 1,736,739 | 0.2% | | 673,866 | 0.1% | | 529,946 | 0.1% | | | | | | |

* Based on informal indications provided by the donor or UNDP's best estimates; final commitments were not available before finalization of this table

# Table 1 (continued)

| 1.c. Programme countries by region | 1997 Income received |  |  | 1998 Income received |  |  | 1999 Pledges received 1/ as per April 30, 1999 |  | 2000 Pledges received 1/ as per April 30, 1999 |  | 2001 Pledges received 1/ as per April 30, 1999 |  |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
|  | Total income 1/ US$ | Net core contribution 1/ US$ | GLOC payments US$ | Total income 1/ US$ | Net core contribution 1/ US$ | GLOC payments US$ | Core pledges US$ | GLOC pledges US$ | Core pledges US$ | GLOC pledges US$ | Core Pledges US$ | GLOC pledges US$ |
| **Africa** |  |  |  |  |  |  |  |  |  |  |  |  |
| Benin | 256,173 | 4,500 | 251,673 | 304,371 | 0 | 304,371 | 5,000 |  |  |  |  |  |
| Botswana | 41,273 | 0 | 41,273 | 436,716 | 0 | 436,716 |  |  |  |  |  |  |
| Burkina Faso | 0 | 0 | 0 | 38,719 | 0 | 38,719 | 50,000 |  |  |  |  |  |
| Burundi | 29,874 | 0 | 29,874 | 12,429 | 0 | 12,429 | 10,000 |  |  |  |  |  |
| Cameroon | 37,234 | 0 | 37,234 | 0 | 0 | 0 |  |  |  |  |  |  |
| Central African Republic | 23,810 | 0 | 23,810 | 0 | 0 | 0 |  |  |  |  |  |  |
| Chad |  |  |  |  |  |  | 40,000 | 100,000 | 40,000 | 100,000 |  |  |
| Ethiopia | 148,938 | 0 | 148,938 | 152,257 | 0 | 152,257 | 144,928 | 7,594 | 144,928 | 7,594 | 144,928 | 7,594 |
| Gambia | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 |  |  |  |  |  |
| Ghana | 40,000 | 32,000 | 8,000 | 0 | 0 | 0 | 40,000 |  | 50,000 |  | 60,000 |  |
| Lesotho | 106,362 | 0 | 106,362 | 412 | 0 | 412 | 21,417 | 57,878 |  |  |  |  |
| Madagascar | 52,298 | 0 | 52,298 | 53,024 | 0 | 53,024 |  |  |  |  |  |  |
| Malawi | 0 | 0 | 0 | 0 | 0 | 0 | 4,121 |  |  |  |  |  |
| Mali | 11,728 | 0 | 11,728 | 0 | 0 | 0 |  |  |  |  |  |  |
| Mauritius | 91,370 | 0 | 91,370 | 97,216 | 0 | 97,216 |  |  |  |  |  |  |
| Namibia | 500 | 0 | 500 | 444,929 | 0 | 444,929 |  |  |  |  |  |  |
| Nigeria | 0 | 0 | 0 | 286,677 | 0 | 286,677 |  |  |  |  |  |  |
| Rwanda | 0 | 0 | 0 | 16,990 | 0 | 16,990 |  |  |  |  |  |  |
| Sao Tomé and Principe | 0 | 0 | 0 | 45,931 | 0 | 45,931 |  |  |  |  |  |  |
| Senegal |  |  |  |  |  |  | 20,000 | 280,000 |  |  |  |  |
| Seychelles | 23,009 | 0 | 23,009 | 0 | 0 | 0 |  |  |  |  |  |  |
| South Africa | 290,228 | 0 | 290,228 | 174,081 | 0 | 174,081 | 144,986 |  |  |  |  |  |
| Swaziland | 144,227 | 0 | 144,227 | 133,933 | 0 | 133,933 |  |  |  |  |  |  |
| Tanzania, United Republic of | 8,453 | 0 | 8,453 | 0 | 0 | 0 | 50,718 | 1,000,000 |  |  |  |  |
| Zambia | 0 | 0 | 0 | 1,976 | 0 | 1,976 |  |  |  |  |  |  |
| Zimbabwe | 112,777 | 0 | 112,777 | 0 | 0 |  |  |  |  |  |  |  |
| **Subtotal** | 1,327,999 | 36,500 | 1,290,999 | 2,199,661 | 0 | 2,199,661 | 536,679 | 1,445,472 | 234,928 | 107,594 | 204,928 | 7,594 |
| **Arab States** |  |  |  |  |  |  |  |  |  |  |  |  |
| Algeria | 298,310 | 0 | 298,310 | 100,000 | 0 | 100,000 | 100,000 |  |  |  |  |  |
| Bahrain | 480,000 | 0 | 480,000 | 566,639 | 56,000 | 510,639 |  |  |  |  |  |  |
| Djibouti | 1,000 | 0 | 1,000 | 0 | 0 | 0 | 1,000 |  |  |  |  |  |
| Egypt | 1,121,994 | 355,080 | 766,914 | 422,000 | 196,000 | 226,000 |  |  |  |  |  |  |
| Iraq | 858,020 | 0 | 858,020 | 0 | 0 | 0 |  |  |  |  |  |  |
| Jordan | 509,867 | 157,867 | 352,000 | 240,113 | 0 | 240,113 | 284,736 | 336,420 |  |  |  |  |
| Kuwait | 570,000 | 568,000 | 2,000 | 0 | 0 | 0 | 570,000 |  |  |  |  |  |
| Lebanon | 380,000 | 0 | 380,000 | 993,177 | 0 | 993,177 |  |  |  |  |  |  |
| Libyan Arab Jamahiriya | 886,910 | 0 | 886,910 | 0 | 0 | 0 |  |  |  |  |  |  |
| Morocco | 496,706 | 16,806 | 479,900 | 657,915 | 191,886 | 466,029 |  |  |  |  |  |  |
| Saudi Arabia | 2,359,967 | 1,919,067 | 440,900 | 2,000,000 | 2,000,000 | 0 | 2,000,000 |  |  |  |  |  |
| Syria | 98,085 | 0 | 98,085 | 96,942 | 0 | 96,942 |  |  |  |  |  |  |
| Tunisia | 318,584 | 0 | 318,584 | 487,420 | 181,720 | 305,700 | 223,476 | 130,436 |  |  |  |  |
| United Arab Emirates | 665,798 | 0 | 665,798 | 1,358,772 | 570,900 | 787,872 |  |  |  |  |  |  |
| Yemen | 40,152 | 0 | 40,152 | 201,052 | 0 | 201,052 | 40,000 |  |  |  |  |  |
| **Subtotal** | 8,882,421 | 2,919,820 | 5,929,862 | 7,124,030 | 3,196,506 | 3,927,524 | 3,219,212 | 466,856 | 0 | 0 | 0 | 0 |
| **Asia/Pacific** |  |  |  |  |  |  |  |  |  |  |  |  |
| Bangladesh | 25,229 | 0 | 25,229 | 322,746 | 65,646 | 257,100 | 300,000 | 22,746 | 400,000 |  | 400,000 |  |
| Bhutan | 53,354 | 0 | 53,354 | 67,340 | 0 | 67,340 | 11,232 |  | 11,232 |  | 11,232 |  |
| China | 3,164,719 | 2,925,419 | 239,300 | 3,282,371 | 2,980,000 | 302,371 | 3,000,000 | 302,297 |  |  |  |  |
| Cook Islands | 28,016 | 0 | 28,016 | 0 | 0 | 0 |  |  |  |  |  |  |
| Democratic People's Republic of Korea |  | 0 |  | 140,187 | 8,487 | 131,700 |  |  |  |  |  |  |
| Fiji | 46,886 | 0 | 46,886 | 43,825 | 0 | 43,825 | 34,021 | 9,639 |  |  |  |  |
| Hong Kong | 48,331 | 37,000 | 11,331 | 0 | 0 | 0 |  |  |  |  |  |  |

## Table 1 (continued)

| 1.c. Programme countries by region | 1997 Income received | | | 1998 Income received | | | 1999 Pledges received 2/ as per April 30, 1999 | | 2000 Pledges received 2/ as per April 30, 1999 | | 2001 Pledges received 2/ as per April 30, 1999 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Total income 1/ US$ | Net core contribution 1/ US$ | GLOC payments US$ | Total income 1/ US$ | Net core contribution 1/ US$ | GLOC payments US$ | Core pledges US$ | GLOC pledges US$ | Core pledges US$ | GLOC pledges US$ | Core Pledges US$ | GLOC pledges US$ |
| India | 4,394,366 | 4,299,066 | 95,300 | 9,030,076 | 8,921,784 | 108,292 | 4,500,000 | | 4,500,000 | | 4,500,000 | |
| Indonesia | 1,155,000 | 837,500 | 317,500 | 0 | 0 | 0 | | | | | | |
| Iran, Islamic Republic of | 121,333 | 0 | 121,333 | 121,511 | 0 | 121,511 | | 66,079 | | | | |
| Lao People's Democratic Republic | 0 | 0 | 0 | 118 | 0 | 118 | 21,166 | | | | | |
| Malaysia | 416,546 | 16,246 | 400,300 | 385,000 | 116,500 | 268,500 | 385,000 | | | | | |
| Maldives | 102,500 | 0 | 102,500 | 120,011 | 10,000 | 110,011 | 7,500 | | | | | |
| Micronesia | 0 | 0 | 0 | 3,000 | 0 | 3,000 | | | | | | |
| Mongolia | 79,559 | 0 | 79,559 | 92,727 | 0 | 92,727 | 17,000 | | | | | |
| Myanmar | 115,530 | 5,745 | 109,785 | 0 | 0 | 0 | 3,344 | | | | | |
| Nepal | 138,226 | 11,630 | 126,596 | 121,731 | 0 | 121,731 | 80,000 | | 80,000 | | 80,000 | |
| Niue | 20,302 | 1,400 | 18,902 | 20,316 | 0 | 20,316 | | | | | | |
| Pakistan | 888,095 | 611,529 | 276,566 | 775,719 | 514,019 | 261,700 | 496,743 | 231,087 | 546,417 | | | |
| Philippines | 1,354,272 | 628,163 | 726,109 | 648,777 | 302,949 | 345,828 | 7,000 | 459,845 | | | | |
| Republic of Korea | 3,583,508 | 2,627,308 | 956,200 | 2,534,445 | 1,833,345 | 701,100 | 2,250,000 | | | | | |
| Samoa | 56,100 | 0 | 56,100 | 46,088 | 6,000 | 40,088 | 6,000 | | | | | |
| Singapore | 255,000 | 255,000 | 0 | 300,000 | 300,000 | | 300,000 | | | | | |
| Sri Lanka | 1,034,640 | 980,540 | 54,100 | 2,089,290 | 2,008,590 | 80,700 | | | | | | |
| Thailand | 1,678,100 | 732,700 | 945,400 | 1,879,323 | 984,423 | 894,900 | 865,112 | 413,844 | | | | |
| Tokelau Islands | 18,953 | 0 | 18,953 | 48,902 | 0 | 48,902 | | | | | | |
| Tonga | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 | | | | | | |
| Vanuatu | 0 | 0 | 0 | 5,000 | 0 | 5,000 | | | | | | |
| Viet Nam | 408,789 | 25,850 | 382,939 | 28,884 | 0 | 28,884 | 29,035 | | | | | |
| Subtotal | 19,018,189 | 13,888,986 | 5,129,669 | 22,679,446 | 18,823,733 | 4,949,712 | 12,213,184 | 1,886,317 | 5,537,849 | 0 | 4,591,232 | 0 |
| Latin America | | | | | | | | | | | | |
| Anguilla | 28,907 | 0 | 28,907 | 24,800 | 0 | 24,800 | | | | | | |
| Argentina | 280,561 | 0 | 280,561 | 801,604 | 0 | 801,604 | 500,000 | 800,000 | | | | |
| Aruba | 10,988 | 0 | 10,988 | 0 | 0 | 0 | | | | | | |
| Barbados | 146,175 | 0 | 146,175 | 162,464 | 0 | 162,464 | | | | | | |
| Belize | 37,879 | 0 | 37,879 | 50,506 | 0 | 50,506 | | | | | | |
| Bolivia | 70,000 | 0 | 70,000 | 70,000 | 0 | 70,000 | 70,000 | | | | | |
| Brazil | 600,000 | 0 | 600,000 | 0 | 0 | 0 | | | | | | |
| British Virgin Islands | 17,428 | 8,316 | 9,112 | 17,428 | 8,316 | 9,112 | | | | | | |
| Cayman Islands | 0 | 0 | 0 | 18,800 | 0 | 18,800 | | | | | | |
| Chile | 1,100,000 | 283,800 | 816,200 | 612,000 | 0 | 612,000 | 975,000 | 250,000 | | | | |
| Colombia | 1,016,067 | 440,357 | 575,700 | 650,994 | 79,894 | 571,100 | 450,000 | 200,000 | | | | |
| Costa Rica | 261,252 | 0 | 261,252 | 559,394 | 279,994 | 279,400 | | | | | | |
| Cuba | 1,557,754 | 1,352,754 | 205,000 | 1,552,754 | 1,352,754 | 200,000 | 1,352,754 | 200,000 | 1,352,754 | 200,000 | 1,352,754 | 200,000 |
| Dominican Republic | 37,741 | 37,741 | | 0 | 0 | | | | | | | |
| Ecuador | 0 | 0 | | 111,281 | 0 | 111,281 | | | | | | |
| El Salvador | 552,640 | 0 | 552,640 | 383,090 | 0 | 383,090 | | | | | | |
| Guatemala | 96,325 | 0 | 96,325 | 251,382 | 0 | 251,382 | | 251,382 | | | | |
| Guyana | 60,092 | 16,142 | 43,950 | 58,343 | 14,160 | 44,183 | | | | | | |
| Haiti | 83,796 | 0 | 83,796 | 477,990 | 0 | 477,990 | | | | | | |
| Honduras | 46,279 | 0 | 46,279 | 71,106 | 0 | 71,106 | | | | | | |
| Jamaica | 108,052 | 0 | 108,052 | 0 | 0 | | | | | | | |
| Mexico | 1,002,426 | 395,826 | 606,600 | 996,730 | 318,330 | 678,400 | | | | | | |
| Netherlands Antilles | 18,836 | 0 | 18,836 | 0 | 0 | | | | | | | |
| Nicaragua | 0 | 0 | | 198,000 | 40,000 | 158,000 | | | | | | |
| Panama | 722,960 | 148,740 | 574,220 | 433,760 | 140,860 | 292,900 | | | | | | |
| Paraguay | 227,679 | 0 | 227,679 | 40,213 | 0 | 40,213 | | | | | | |
| Peru | 0 | 0 | | 450,000 | 0 | 450,000 | 500,000 | | | | | |
| Saint Kitts and Nevis | 58,300 | 0 | 58,300 | 58,300 | 0 | 58,300 | | | | | | |
| Saint Lucia | 46,000 | 2,200 | 43,800 | 51,800 | 0 | 51,800 | | | | | | |

## Table 1 (continued)

| 1.c. Programme countries by region | 1997 Income received<br>Total income i/ US$ | 1997 Income received<br>Net core contribution i/ US$ | 1997 Income received<br>GLOC payments US$ | 1998 Income received<br>Total income i/ US$ | 1998 Income received<br>Net core contribution i/ US$ | 1998 Income received<br>GLOC payments US$ | 1999 Pledges received b/ as per April 30, 1999<br>Core pledges US$ | 1999 Pledges received b/ as per April 30, 1999<br>GLOC pledges US$ | 2000 Pledges received b/ as per April 30, 1999<br>Core pledges US$ | 2000 Pledges received b/ as per April 30, 1999<br>GLOC pledges US$ | 2001 Pledges received b/ as per April 30, 1999<br>Core Pledges US$ | 2001 Pledges received b/ as per April 30, 1999<br>GLOC pledges US$ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Saint Vincent | 32,973 | 0 | 32,973 | 0 | 0 | | | | | | | |
| Suriname | 51,445 | 0 | 51,445 | 0 | 0 | | | | | | | |
| Trinidad and Tobago | 159,219 | 21,319 | 137,900 | 11,218 | 0 | 11,218 | | | | | | |
| Turks and Caicos | 29,900 | 0 | 29,900 | 50,000 | 23,600 | 26,400 | | | | | | |
| Uruguay | 0 | 0 | | 283,000 | 0 | 283,000 | | | | | | |
| Venezuela | 0 | 0 | | 306,780 | 0 | 306,780 | | | | | | |
| **Subtotal** | **8,457,473** | **2,797,196** | **5,760,278** | **8,733,486** | **2,257,908** | **6,475,578** | **3,847,754** | **1,701,362** | **1,352,754** | **298,989** | **1,352,754** | **298,989** |
| **Europe** | | | | | | | | | | | | |
| Belarus | 123,543 | 0 | 123,543 | 100,001 | 0 | 100,001 | | | | | | |
| Bulgaria | 0 | 0 | | 152,457 | 5,722 | 146,735 | 1,014 | 50,000 | | | | |
| Czech Republic | 239,521 | 239,521 | | 243,902 | 243,902 | | 170,020 | 21,252 | 255,030 h/ | | 283,366 h/ | |
| Estonia | 68,027 | 0 | 68,027 | 73,529 | 0 | 73,529 | | | | | | |
| Latvia | 143,426 | 0 | 143,426 | 146,736 | 0 | 146,736 | | | | | | |
| Lithuania | 245,000 | 0 | 245,000 | 0 | 0 | | | | | | | |
| Poland | 420,603 | 230,279 | 190,324 | 510,761 | 291,667 | 219,094 | 394,737 | 200,000 | | | | |
| Republic of Moldova | 28,600 | 0 | 28,600 | 0 | 0 | | | | | | | |
| Romania | 44,274 | 0 | 44,274 | 117,203 | 8,603 | 108,600 | 18,840 | 70,784 | | | | |
| Russian Federation | 450,000 | 160,800 | 289,200 | 75,000 | 0 | 75,000 | 900,000 j/ | | | | | |
| Slovenia | 0 | 0 | | 2,031 | 0 | 2,031 | 1,417 | | | | | |
| Turkey | 2,899,707 | 1,378,644 | 1,521,063 | 1,530,000 | 688,400 | 841,600 | 770,000 | | | | | |
| Turkmenistan | | | | | | | 3,000 | | | | | |
| Ukraine | 72,456 | 0 | 72,456 | 51,501 | 0 | 51,501 | | | | | | |
| Yugoslavia | 0 | 0 | | 9,743 | 0 | 9,743 | | | | | | |
| **Subtotal** | **4,733,157** | **2,009,244** | **2,723,913** | **3,012,864** | **1,238,284** | **1,774,579** | **2,257,637** | **342,017** | **255,030** | **0** | **283,366** | **0** |
| **Estimate** | | | | | | | **4,336,016 k/** | | | | | |
| **Total all regions** | **42,383,225** | **21,664,874** | **20,720,351** | **43,129,156** | **24,696,408** | **18,423,755** | **28,909,052** | **5,460,823** | **7,389,361** | **307,584** | **6,832,290** | **307,584** |

a/ Based on actual income received by UNDP in the respective calendar year rather than pledged contributions for that year.

b/ Based on United Nations exchange rates as of 1 April 1999.

c/ Australia did not make any payment as of 31 December 1997 for that year's pledge. Instead, it made two payments of A$6.5 million (equivalent to US$ 4.25 million) and A$6.7 million (equivalent to US$4.01 million) in 1998, which represents payment for both the 1997 and 1998 pledges respectively. With its 1999 pledge at A$6.7 million (equivalent to US$4.21 million), the level of contribution in local currency terms, is maintained at the 1998 level. However, based on the United Nations exchange rate as of 1 April 1999 the percentage increase in US dollar terms is approximately 5.06 per cent over the previous year.

d/ As confirmed, Austria's pledge for 1999 is maintained at the 1998 level, i.e., ATS125.8 million; consequently, the table shows no percentage change in local currency terms for 1999. However, the amount shown for 1998 is actual income received and reflects part of the 1998 pledge as well as partial payment for previous years. As the final portion of Austria's 1998 pledge is expected to be received in 1999, the estimate shown for Austria for 1999 includes the remaining portion of the 1998 pledge plus the 1999 pledge.

e/ France's pledge for 1998 was in the amount of Ffrs. 51.6 million, out of which a first payment of Ffrs. 31.6 million (equivalent to US$5.15 million) was received as of 31 December 1998. The remaining Ffrs.20 million (equivalent to US$3.48 million) was received on 5 February 1999 and will consequently be reflected as part of the income received in 1999 calendar year. Based on the usual 1998 pledge (Ffrs. 51.6 million, equivalent to US$ 8.63 million) and the 1999 pledge of Ffrs. 80 million (equivalent to US$13.09 million), the 1999 contribution represents an increase of 55.04 per cent in local currency terms and 51.63 per cent in US dollar terms. In terms of the increase of expected 1999 payment over actual income received in 1998, it will be 217 per cent in local currency terms and 218 per cent in US dollar terms.

f/ India did not make any payment towards its 1997 pledge of US$4.39 million during the 1997 calendar year. Instead, it made two payments in 1998 of US$4.39 million and of US$ 4.5 million, which represent payments for the 1997 and 1998 pledges respectively. With the 1999 pledge at the level of US$ 4.5 million, India has maintained its pledge from 1998.

g/ Sri Lanka did not make any payment towards its 1997 pledge of US$1.03 million during the 1997 calendar year. Instead, it made two payments in 1998 of US$1.03 million each, which represents payments for the 1997 and 1998 pledges respectively.

h/ Includes GLOC, for which no breakdown is provided.

i/ Total income received from programme countries, which includes voluntary contributions as well as GLOC payments. Parts or all of initial voluntary contributions may be reflected as GLOC payments through the accounting linkage. The net core contribution reflects the voluntary contribution after application of the accounting linkage.

j/ Payment for the Russian Federation for 1998 was received on 4 January 1999. The total pledge reflected, $900,000, is a combination of the 1998 payment and the 1999 pledge.

k/ It is estimated that at least approximately US$ 4 million in core contributions will still be forthcoming from programme countries. This figure is based on UNDP estimates and on historical trends.

Source: DOF report, 431A for 1997-1998 and two-year pledging conference print-out of 1 April 1999.
ORM/BREA
April 30, 1999

## Table 2: Schedule of payments confirmed for 1999 commitments to UNDP core resources

| Contributors | Schedule of payments |
|---|---|
| **DAC donors** | |
| Australia | Early July 1999. |
| Austria | Monthly instalments. |
| Belgium | May 1999. |
| Canada | Full payment of Cdn$41.3 million received by UNDP on 13 April 1999. |
| Finland | End April 1999. |
| France | Before 30 April 1999. |
| Germany | Four instalments. First payment of DM.18.75 million (equivalent to US$10.93 million) received by UNDP on 15 February 1999. Other payments are scheduled for 15 May, 15 August and 15 October 1999. |
| Ireland | IR£200,000 (equivalent to US$298,380) received in January 1999, the balance of IR£2.22 million (equivalent to US$3.02 million) was received on April 8, 1999. |
| Italy | July 1999. |
| Japan | Second quarter of 1999. |
| Luxembourg | Full payment of LFrs.24 million (equivalent to US$0.6 million) received on April 15, 1999. |
| Netherlands | 12 instalments, already made three payments of Dfls. 12.5 million (equivalent to US$ 6.45 million) received on February 2, 1999; Dfls. 12.5 million (equivalent to US$ 6.45 million) received on February 5, 1999; and Dfls. 12.5 million (equivalent to US$ 6.01 million) received on April 1, 1999. |
| Norway | Four equal instalments. First payment of Nkrs.137.50 million (equivalent US$18.2 million) received in January 1999. Second payment of Nkrs.135.5 million is expected by end April 1999. |
| Sweden | Two equal instalments, first payment of Skr.245 million received in March 1999. Final payment will be made in September 1999. |
| United Kingdom | Beginning April 1999. |
| United States | $77 million received on April 5, 1999. |
| **Programme countries** | |
| Bulgaria | End April 1999. |
| Burundi | Second quarter of 1999. |
| Czech Republic | End April 1999. |
| Ghana | First half of 1999 (will include both 1998 and 1999 payments). |
| India | Second quarter of 1999. |
| Nepal | 1999 pledge will be paid in April 1999. For the 2000 and 2001 pledges, payment will be made in January each year. |
| Pakistan | First week of May 1999. |
| Poland | First half of 1999. |
| Republic of Korea | June 1999. |
| Romania | Second half of 1999. |
| Turkey | Fall of 1999. |

Source: Based on official letters received by UNDP (DRM/BREA) as of 9 April 1999. Supplementary information provided by UNDP Comptroller's Division, BFAS/UNDP.

April 30, 1999.

## Table 3. Government in-kind contributions
### (Thousands of US dollars)

| Region/Country Office | 1997 | 1998 |
|---|---|---|
| **AFRICA** | | |
| Benin | 34.3 | 32.8 |
| Burundi | 60.6 | 65.2 |
| Central African Republic | 50.8 | 48.6 |
| Comoros | 0.0 | 18.6 |
| Congo | 0.0 | 90.0 |
| Côte d'Ivoire | 85.9 | 82.2 |
| Democratic Republic of the Congo | 87.8 | 0.0 |
| Equatorial Guinea | 15.7 | 15.0 |
| Gambia | 18.4 | 17.8 |
| Ghana | 204.6 | 175.8 |
| Lesotho | 0.0 | 78.3 |
| Malawi | 40.5 | 25.2 |
| Niger | 75.7 | 72.4 |
| Nigeria | 83.3 | 83.3 |
| Seychelles | 8.2 | 8.0 |
| Sierre Leone | 54.2 | 54.2 |
| South Africa | 70.0 * | 70.0 * |
| Togo | 127.9 | 122.3 |
| United Republic of Tanzania | 175.4 | 175.4 |
| **Total Africa region** | **1,193.3** | **1,235.1** |
| **ARAB STATES** | | |
| Algeria | 42.1 | 42.1 |
| Bahrain | 67.0 | 67.0 |
| Kuwait | 59.0 | 58.6 |
| Lebanon | 0.0 | 424.0 |
| Libyan Arab Jamahiriya | 139.7 | 135.5 |
| Qatar | 67.3 | 67.3 |
| Saudi Arabia | 280.1 | 280.1 |
| Sudan | 44.8 | 44.8 |
| Tunisia | 71.5 | 76.6 |
| United Arab Emirates | 106.5 | 106.7 |
| **Total Arab States region** | **878.0** | **1,302.7** |
| **ASIA and the PACIFIC** | | |
| Bhutan | 8.9 | 8.0 |
| India | 0.0 | 320.0 |
| Indonesia | 354.9 | 155.8 |
| Iran, Islamic Republic of | 447.4 | 0.0 |
| Lao People's Democratic Republic | 0.0 | 32.1 |
| Malaysia | 32.1 | 101.3 |
| Maldives | 121.5 | 0.0 |
| Philippines | 185.8 | 190.7 |
| Republic of Korea | 64.4 | 41.5 |
| Sri Lanka | 113.1 | 105.0 |
| Viet Nam | 131.4 | 117.1 |
| **Total Asia and the Pacific region** | **1,459.5** | **1,071.5** |

## Table 3 (continued)
## (Thousands of US dollars)

| Region/Country Office | 1997 | 1998 |
|---|---|---|
| **LATIN AMERICA AND THE CARIBBEAN** | | |
| Barbados | 96.7 | 96.7 |
| Chile | 339.2 | 316.6 |
| Cuba | 84.5 | 93.0 |
| Dominican Republic | 183.3 | 227.0 |
| Guyana | 69.6 | 67.2 |
| Jamaica | 53.8 | 51.8 |
| Panama | 40.0 | 40.0 |
| Paraguay | 50.0 | 39.8 |
| Uruguay | 10.5 | 40.0 |
| **Total Latin America and the Caribbean region** | **927.6** | **972.1** |
| **EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES** | | |
| Albania | 71.6 | 63.7 |
| Armenia | 41.0 | 45.1 |
| Azerbaijan | 72.6 | 72.6 |
| Belarus | 191.8 | 185.1 |
| Bulgaria | 64.8 | 68.4 |
| Cyprus | 55.2 | 52.4 |
| Estonia | 9.9 | 9.9 |
| Georgia | 43.3 | 178.0 |
| Kazakhstan | 0.0 | 529.1 |
| Kyrgyzstan | 59.4 | 65.3 |
| Latvia | 96.0 | 105.6 |
| Lithuania | 41.0 | 45.1 |
| Poland | 232.2 | 232.2 |
| Republic of Moldova | 118.5 | 118.5 |
| Romania | 70.3 | 70.3 |
| Tajikistan | 0.0 | 15.0 |
| Turkmenistan | 135.6 | 135.6 |
| Ukraine | 274.2 | 301.6 |
| Uzbekistan | 0.0 | 219.5 |
| **Total EUROPE and the CIS region** | **1,577.4** | **2,513.0** |
| **GRAND TOTAL** | **6,035.8** | **7,094.4** |

* Amounts reflect initial estimates for South Africa's "in-kind" contributions which had not been registered but will be considered for 1999 GLOC calculations.

Source: Based on information provided by country offices to Office of Budget, BPRM/UNDP

April 30, 1999

### 99/8. Expression of appreciation to Mr. James Gustave Speth, Administrator of the United Nations Development Programme, 1993-1999

The Executive Board,

Noting with regret that Mr. James Gustave Speth will depart from his position as Administrator of the United Nations Development Programme, effective 1 July 1999,

Acknowledging the unrelenting and tireless efforts of Mr. Speth to place the United Nations Development Programme at the centre of the promotion of sustainable human development and the progress made by the Programme in its crucial work on poverty eradication during his time as Administrator,

Also acknowledging the efforts made by Mr. Speth, in support of multilateralism, to place the United Nations Development Programme at the forefront of reform and change in the United Nations system, to provide the organization with the tools to face future challenges and to forge partnerships with the full range of development actors so as to ensure a strengthened, effective and efficient role for the Programme in the operational activities of the United Nations,

1. Expresses its sincere appreciation and gratitude to Mr. James Gustave Speth for his effective management of the United Nations Development Programme from 1993 to 1999;

2. Extends its best wishes to Mr. James Gustave Speth and his family for a long and happy life and for continued success in all his future endeavours.

15 June 1999

### 99/9. UNDP financial risk management; review of operational reserve

The Executive Board,

1. Takes note of the report of the Administrator (DP/1999/5/Rev.1) and of the further clarifications contained in document DP/1999/CRP.9/Rev.1;

2. Notes the approach recommended by the Administrator to determine United Nations Development Programme liquidity;

3. Supports the recommendation of the Administrator for the establishment of a reserve for other resources activities and the mechanism for its funding;

4. Approves the recommended formula for the calculation of the level of the operational reserve for regular resources (see annex); and decides to reduce the factor used to calculate the liability and structural risk component of the reserve from 25 per cent to 10 per cent.

16 June 1999

## Annex

### FORMULA FOR THE OPERATIONAL RESERVE FOR REGULAR RESOURCES

The formula for the calculation of the level of the operational reserve for regular resources is:

The sum of the following components:

1. Income component. The equivalent of 10 per cent of the average of the annual voluntary contributions received over the most recent three years, rounded to the nearest $1 million;

2. Expenditure component. The equivalent of 2 per cent of the average total annual expenditure incurred over the most recent three years, rounded to the nearest $1 million;

3. Liability and structural risk component. The equivalent of 10 per cent of the sum of the income and expenditure components, rounded to the nearest $1 million;

4. Cash-flow component. The equivalent of the cash needs for one month, calculated as one twelfth of the total expenditure of the most recent year, rounded to the nearest $1 million.

### 99/10. UNDP corporate communication and advocacy strategy

The Executive Board,

1. Takes note of document DP/1999/19 submitted in response to decision 98/15 and also notes that elaboration of the UNDP corporate communication and advocacy strategy continues as work in progress;

2. Welcomes the efforts to date to enhance the visibility of UNDP and the results achieved to date in the promotion of a culture of communication and advocacy in UNDP;

3. Also welcomes the emphasis in the UNDP corporate communication and advocacy strategy on results and progress towards a clearer demonstration of the development achievements of UNDP;

4. Requests further elaboration of the results-based UNDP corporate communication and advocacy strategy to strengthen the linkage with the multi-year funding framework and to report on budgetary and staffing implications;

5. Invites the Administrator to report further in this regard, taking into account the results of the discussion on the multi-year funding framework, initially with an oral report at the first regular session 2000, to be followed by a substantive report and discussion at the annual session 2000.

22 June 1999

## 99/11. Technical cooperation among developing countries

The Executive Board,

1. Takes note of the report of the Administrator on technical cooperation among developing countries (DP/1999/21);

2. Requests the Administrator to prepare a report to enable the Executive Board to respond, in an appropriate manner and in the context of the multi-year funding framework and the United Nations Development Assistance Framework processes when the budget is being discussed in 2000, to the General Assembly request set out in paragraph 43 of its resolution 53/192 of 15 December 1998, taking into account the mandate of the Special Unit for Technical Cooperation Among Developing Countries.

22 June 1999

## 99/12. UNOPS: Annual report of the Executive Director

The Executive Board,

1. Takes note of the report of the Executive Director of the United Nations Office for Project Services (DP/1999/22 and Add.1), further noting that the Office continues to operate in accordance with the self-financing principle;

2. Welcomes the continued progress of the United Nations Office for Project Services in diversifying its client base and in increasing its level of services to United Nations agencies;

3. Takes note of the ongoing evaluation by the United Nations Development Programme of the relationship between the United Nations Office for Project Services and the United Nations Development Programme for presentation at the first regular session 2000 and requests the Administrator to ensure that

the Office is fully consulted in this process in order to increase coordination and cooperation between the United Nations Office for Project Services and the United Nations Development Programme and invites the Executive Director and the Administrator to comment on the outcome;

4. Recognizes that changes in the current personnel regime for the United Nations Office for Project Services are necessary;

5. Requests the Executive Director of the United Nations Office for Project Services, in collaboration with the Administrator and in consultation with all interested parties on all relevant legal, budgetary, staff and policy implications, to present at the third regular session 1999 a detailed proposal on the responsibility of the Office in personnel matters, as envisioned in decisions 94/12 of 9 June 1994 and 94/32 of 10 October 1994 on the delegation of authority in the areas of personnel, with a view to taking a decision at that session.

22 June 1999

## 99/13. UNFPA workplan for 2000-2003 and programme expenditure authority

The Executive Board,

1. Notes programme resource planning proposals of the Executive Director as set out in document DP/FPA/1999/9;

2. Approves the request for 2000 programme expenditure authority at a level equal to expected new programmable resources for 2000, currently estimated at $224 million, and requests the Executive Director to report to the Executive Board whenever there are any significant increases or shortfalls in estimated income for the year 2000;

3. Notes the following estimates of new programmable resources for programme planning for the period 2001-2003: $242 million for 2001, $254 million for 2002 and $267 million for 2003; and requests the Executive Director to reconsider these estimates in the preparation of the multi-year funding framework;

4. Endorses the use of new programmable resources for multi-bilateral funding at $35 million per year for the years 2000-2003;

5. Requests the Executive Director to report on progress in developing the multi-year funding framework at its first regular session 2000 as envisaged in decision 99/5.

22 June 1999

## 99/14. Overview of decisions adopted by the Executive Board at its annual session 1999

The Executive Board,

Recalls that during the annual session 1999 it:

### ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its annual session 1999 (DP/1999/L.3/Rev.1) as orally amended;

Agreed to the following schedule of future sessions of the Executive Board in 1999 and 2000 subject to the approval of the Committee on Conferences:

| | |
|---|---|
| Third regular session 1999: | 13-17 September 1999 |
| First regular session 2000: | 24-28 January 2000 |
| Second regular session 2000: | 3-7 April 2000 |
| Annual session 2000: | 13-23 June 2000 (Geneva) |
| Third regular session 2000: | 11-15 September 2000 |

Agreed to the subjects to be discussed at the third regular session 1999 of the Board, as listed in the annex;

Adopted decision 99/8 of 15 June 1999, Expression of appreciation to Mr. James Gustave Speth, Administrator of the United Nations Development Programme, 1993-1999;

## UNDP SEGMENT

### ITEM 2: ANNUAL REPORT OF THE ADMINISTRATOR

Took note of the annual report of the Administrator for 1998, including the report on the reports of the Joint Inspection Unit, the statistical annex and the review of the global cooperation framework (DP/1999/15; DP/1999/15/Add.1; DP/1999/15/Add.2; DP/1999/CRP.7);

### ITEM 3: UNITED NATIONS REFORM

Took note of the report of the Administrator on UNDP and United Nations reform (DP/1999/16);

## ITEM 4: EVALUATION

Took note of the report of the Administrator on UNDP evaluation activities (DP/1999/17);

## ITEM 5: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Took note of the note by the Administrator on assistance to Myanmar (DP/1999/18);

## ITEM 6: INFORMATION AND COMMUNICATION STRATEGY

Adopted decision 99/10 of 22 June 1999 on UNDP corporate communication and advocacy strategy;

## ITEM 7: RESOURCE MOBILIZATION

Took note of the interim report on the implications of the funding strategy for UNDP-associated funds and programmes (DP/1999/20);

## ITEM 8: TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES

Adopted decision 99/11 of 22 June 1999 on technical cooperation among developing countries;

## ITEM 9: UNITED NATIONS OFFICE FOR PROJECT SERVICES

Adopted decision 99/12 of 22 June 1999 on the annual report of the Executive Director on the activities of the United Nations Office for Project Services;

Took note of the report of the Executive Director on follow-up to recommendations of the report of the Board of Auditors (DP/1999/24); and requested the Executive Director to provide the Executive Board at its annual session 2000 with an updated overview of the implementation of the recommendations of the Board of Auditors;

Took note of the report of the Executive Director on the report of the Joint Inspection Unit (DP/1999/25);

### ITEM 14: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 99/9 of 16 June 1999 on UNDP financial risk management; review of operational reserve;

## UNDP/UNFPA SEGMENT

### ITEM 10: INTERNAL AUDIT AND OVERSIGHT

Took note of the reports on internal audit and oversight activities of the United Nations Development Programme, the United Nations Office for Project Services and the United Nations Population Fund (DP/1999/23; DP/1999/22/Add.2; DP/FPA/1999/8);

### ITEM 15: FIELD VISITS

Took note of the report on the field visit to Brazil (DP/1999/CRP.8);

## UNFPA SEGMENT

### ITEM 11: REPORT OF THE EXECUTIVE DIRECTOR FOR 1998

Took note of the report of the Executive Director for 1998 on programme priorities, statistical overview, programme effectiveness, regional and interregional overview (DP/FPA/1999/7 (Part I), (Part I/Add.1), (Part II) and (Part III)) with comments made thereon;

### ITEM 12: WORK PLAN AND REQUEST FOR PROGRAMME EXPENDITURE AUTHORITY

Adopted decision 99/13 of 22 June 1999 on the UNFPA work plan for 2000-2003 and request for programme expenditure authority;

Took note of the report of the Executive Director on the status of financial implementation of country programmes and projects approved by the Governing Council and the Executive Board (DP/FPA/1999/10);

### ITEM 13: INFORMATION AND COMMUNICATION STRATEGY

Took note of the oral report on the implementation of the UNFPA information and communication strategy;

## ITEM 16: OTHER MATTERS

**Took note of the oral report on the World Trade Organization initiative for least developed countries;**

**22 June 1999**

Annex

## DRAFT WORK PLAN
## EXECUTIVE BOARD OF UNDP/UNFPA
## THIRD REGULAR SESSION 1999
## (13-17 SEPTEMBER 1999)

| DAY/DATE | TIME | ITEM | ACTION/ INFO | SUBJECT |
|---|---|---|---|---|
| MONDAY 13 SEPT | A.M. | 1 | A | Organizational matters: Agenda for the session, reports on the second regular session and annual session 1999, list of items to be taken up in 2000. |
| | | 2 | | UNDP segment |
| | | | | UNDP: Financial, budgetary and administrative matters |
| | | | A | - Multi-year funding framework, 2000-2003 |
| | | | A | - Budget estimates for the biennium 2000-2001 |
| | | | A | - Annual review of the financial situation, 1998 |
| | | | I | - Review and revision of UNDP Financial Regulations and Rules |
| | | | I | - 1998 annual statistical report, including procurement of goods and services |
| | | | I | - Information on the United Nations system technical cooperation expenditures 1998 |
| | | | I | - Information on the United Nations system technical cooperation expenditures 1998: explanatory notes |
| | P.M. | 2 | | UNDP: Financial, budgetary and administrative matters (continued) |
| TUESDAY 14 SEPT | A.M. | 2 | | UNDP: Financial, budgetary and administrative matters (continued) |

| DAY/DATE | TIME | ITEM | ACTION/ INFO | SUBJECT |
|---|---|---|---|---|
| TUESDAY 14 SEPT | P.M. | | | UNFPA segment |
| | | 6 | | UNFPA: Financial, budgetary and administrative matters |
| | | | A | - Biennial support budget |
| | | | A | - Annual financial review, 1998 |
| WEDNESDAY 15 SEPT | A.M. | 6 | | UNFPA: Financial, budgetary and administrative matters (continued) |
| | P.M. | 5 | | UNOPS: Financial, budgetary and administrative matters |
| | | | A | - Revised budget estimates for the biennium 1999-2000 and budget estimates for the biennium 2000-2001 |
| | | | A | - Appropriateness of the operational reserve (97/21) |
| | | | I | - ACABQ report on UNOPS |
| | | | A | - Responsibility of UNOPS for personnel matters (99/12) |
| THURSDAY 16 SEPT | A.M. | 4 | | Special funds and programmes |
| | | | A | - United Nations Capital Development Fund (97/8) |
| | P.M. | 7 | | UNFPA: Technical support services |
| | | | A | - TSS future options (98/6) |
| FRIDAY 17 SEPT | A.M. | 3 | A | UNDP: Country cooperation frameworks and related matters |
| | P.M. | 8 | A | UNFPA: Country programmes and related matters |
| | | 9 | I | Other matters |

### 99/15. United Nations Office for Project Services: revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001

The Executive Board

1. Takes note of the report of the Executive Director on revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001 (DP/1999/39);

2. Approves the revised budget estimates for the 1998-1999 biennium in the amount of $102.6 million;

3. Approves the budget estimates for the 2000-2001 biennium in the amount of $113.8 million;

4. Approves the staffing level as proposed for the biennium 1998-1999, including the relocation of four posts from New York to Rome and of one post from New York to Geneva, and the establishment of the post of Chief of the Division for Special Programme Development at the D-1 level.

15 September 1999

### 99/16. United Nations Office for Project Services: level of the operational reserve

The Executive Board

1. Takes note of the report of the Executive Director on the level of the operational reserve (DP/1999/40);

2. Decides that the level and rate of replenishment of the operational reserve established in paragraph 2 of decision 97/21 of 18 September 1997 remain in effect through the current and next bienniums;

3. Requests the Executive Director to submit a detailed report on the appropriateness of the level of the operational reserve at the third regular session 2001.

15 September 1999

### 99/17. Responsibility of the United Nations Office for Project Services in personnel matters

The Executive Board

1. Takes note of the report of the Executive Director on the responsibility of the United Nations Office for Project Services in personnel matters (DP/1999/38);

2. Reaffirms that appropriate authority and corresponding accountability for personnel matters should be vested in the Executive Director, in accordance with the proposals contained in document DP/1994/62, of which the Executive Board took note in its decision 94/32, and with Executive Board decision 99/12, including the authority to issue United Nations Office for Project Services letters of appointment;

3. Requests, as a first step, that the Administrator of the United Nations Development Programme delegate to the Executive Director authority to issue United Nations Office for Project Services letters of appointment and to administer the staff of the United Nations Office for Project Services in accordance with the United Nations Staff Regulations and Rules;

4. Requests the Executive Director to submit a detailed report on the steps taken to implement the present decision at the annual session 2000.

15 September 1999

## 99/18. ICPD+5

The Executive Board

1. Takes note of the report of the Ad Hoc Committee of the Whole of the Twenty-first Special Session of the General Assembly and, in particular, of the key actions for further implementation of the Programme of Action of the ICPD (A/S-21/3/Add.1);

2. Warmly acknowledges the role played by the United Nations Population Fund in preparatory and related activities that ensured that the special session was a success;

3. Recognizes that:

(a) Implementation of the key actions agreed at ICPD+5 calls for more concerted effort from the international community;

(b) The United Nations system, including all United Nations funds, agencies and programmes, have a key role in supporting effective action in relation to ICPD;

(c) UNFPA in particular must play an effective leadership role to ensure that the goal of universal access to reproductive health is achieved by 2015;

4. Requests the Executive Director, therefore, to present to the Executive Board at its annual session 2000 a report for approval on the strategic role of UNFPA in supporting countries' implementation of relevant key actions contained in the report of the Ad Hoc Committee of the Whole of the Twenty-first Special Session of the General Assembly. The report should be prepared in parallel with the multi-year funding framework paper being presented to the Board at the second regular session 2000. In particular, the report should:

(a) Describe how the Fund will fulfil its leadership role within the United Nations system in assisting countries to take the action necessary to ensure availability of reproductive health services and products;

(b) Outline working arrangements and mechanisms for coordination with programme country Governments, other agencies of the United Nations system and with donors, including within the framework of the United Nations Development Assistance Framework and resident coordinator system and sector-wide approaches, to ensure coherence at the international, regional and country levels;

(c) Present the strategic priorities within the framework of ICPD+5 that will guide and focus the Fund's actions, engagement and resource allocation at the international, intercountry and country levels.

17 September 1999

## 99/19. UNFPA: Technical Advisory Programme, 2000-2003

The Executive Board

1. Takes note of the report of the Technical Advisory Programme, 2000-2003 of the United Nations Population Fund as contained in document DP/FPA/1999/12;

2. Supports the increased emphasis on national capacity-building under the Technical Advisory Programme;

3. Expresses concern that the report does not fully respond to decision 98/6 in providing a detailed strategic analysis of options for ensuring that UNFPA country programmes receive high-quality technical and strategic support;

4. Also expresses concern that the report does not adequately describe the value added by the technical advisory services arrangements to the overall work of UNFPA;

5. Further expresses concern about the high cost of the arrangements proposed;

6. Endorses the proposals contained in paragraphs 30 to 51 of the report on a two-year interim basis only;

7. Authorizes the Executive Director to commit an amount of $56.5 million over the two-year period 2000-2001 to implement the Technical Advisory Programme arrangements, with $47.5 million being made available from regular resources, and $9 million from multi-bilateral and/or other resources, including regular resources, should income levels increase;

8. Requests the Executive Director in implementing the Technical Advisory Programme, to:

(a) Give due priority to category A countries;

(b) Base the implementation on an analysis of programme country needs in terms of access to local expertise;

(c) Not interrupt ongoing programmes;

9. Also requests the Executive Director to submit a report to the Executive Board at its third regular session 2000 on the progress made in implementing the Technical Advisory Programme arrangements. The report should include, *inter alia*:

(a) An analysis of programme country technical and strategic support needs and how these needs are being met by the function and composition of the country support teams and technical advisory services, with particular emphasis on ICPD follow-up, United Nations Development Assistance Framework requirements, and sector development programmes;

(b) An explanation of how the Technical Advisory Programme is being monitored, particularly within the context of the multi year funding framework;

(c) A description of how national and regional expertise on national capacity-building and networking within the Technical Advisory Programme is being utilized;

10. Further requests the Executive Director to submit a report for approval by the Executive Board at its third regular session 2001 on further options that will ensure that UNFPA country programmes receive the strategic and technical assistance they need. In doing so, the report should:

(a) Set out the rationale and guidelines for the proposed arrangements, which should include an assessment of country and regional needs for technical assistance and strategic guidance;

(b) Provide clear justification for continued support, deployment, and strategic utilization of the technical advisory services arrangements with United Nations agencies, taking into account comments made by members of the Executive Board under this agenda item;

(c) Describe how the preferred option will facilitate closer linkages, better collaboration, and greater coherency with other United Nations agencies, especially among those agencies with a particular role to ensure ICPD goals and objectives and ICPD+5 key actions are achieved;

(d) Explain how the preferred option will best enable UNFPA to strengthen in-country activities and play a more effective strategic role in championing reproductive health and other ICPD goals and objectives;

(e) Include a costed analysis of alternative options for providing support to country programmes;

(f) Describe the institutional, reporting and management arrangements for the preferred option and methods by which it will be monitored and evaluated;

(g) Describe the use of the roster of consultants for the country support teams to determine if and how this tool is being utilized;

(h) Examine new opportunities for using regional and national consultants and South-South cooperation in promoting national capacity;

(i) Describe the value added of the Technical Advisory Programme to the overall work of UNFPA;

11. Requests the Executive Director to elaborate further on the proposal to establish a country support team office to cover the countries with economies in transition and to provide information on the recommended arrangements for approval by the Executive Board at its first regular session 2000.

17 September 1999

## 99/20. United Nations Revolving Fund for Natural Resources Exploration

The Executive Board

Endorses the plans to phase out the activities of the United Nations Revolving Fund for Natural Resources Exploration by the end of 2000, as outlined in document DP/1999/42.

17 September 1999

## 99/21. UNFPA: estimates for the biennial support budget for 2000-2001

The Executive Board

1. Takes note of the 2000-2001 biennial support budget estimates of the United Nations Population Fund, as contained in document DP/FPA/1999/11, as well as of the report of the Advisory Committee on Administrative and Budgetary Questions thereon (DP/FPA/1999/14);

2. Expresses its concern at the overall situation of declining resources;

3. Recognizes UNFPA efforts to contain costs, as outlined in paragraphs 29 and 30 of document DP/FPA/1999/11, and the positive reaction of the Advisory Committee on Administrative and Budgetary Questions thereon, and welcomes the emphasis on its country office network and its internal audit capacity;

4. Urges the Executive Director, in this regard, to continue to make every effort to contain both the administrative and programme support costs at headquarters, as well as in the field, through cost-saving measures, without detrimental effect on programmes;

5. Notes the approach of the Executive Director to participation in the United Nations House programme, as outlined in paragraphs 35 and 36 of document

DP/FPA/1999/11 and notes the need, where appropriate, to ensure that there will be no additional burden on host countries;

6. Acknowledges the efforts of the Executive Director to seek extrabudgetary funding for the development of the resource management system; however, if it appears by the end of January 2000 that the responses to such requests are insufficient, decides on an exceptional basis to increase the appropriation by the required amount, as mentioned in paragraph 81 of document DP/FPA/1999/11 and notes the need, where appropriate, to ensure that there will be no additional burden on host countries;

7. Encourages UNFPA to review its priorities in relation to any shortfall that may occur in the biennial support budget prior to seeking additional resources;

8. Approves gross appropriations in the amount of $149,384,600 for the purposes indicated below and resolves that the income estimates of $22,000,000 shall be used to offset the gross appropriations, resulting in estimated net appropriations of $127,384,600;

2000-2001 biennial support budget
(In thousands of United States dollars)

| | |
|---|---|
| Programme support | |
| Country offices | 75 202.8 |
| Headquarters | 27 836.7 |
| Subtotal | 103 039.5 |
| Management and administration of the organization | 46 345.1 |
| Total gross appropriations | 149 384.6 |
| Less: estimated income to the budget | 22 000.0 |
| Estimated net appropriations | 127 384.6 |

9. Authorizes the Executive Director to redeploy resources between appropriation lines up to a maximum of 5 per cent of the appropriation to which the resources are redeployed;

10. Requests the Executive Director to report to the Executive Board at its third regular session 2000 on any significant increases or shortfalls in estimated income for the year 2000, and to suggest proposals on how to deal with the new situation.

17 September 1999

## 99/22. United Nations Capital Development Fund

The Executive Board

1. Takes note with appreciation of the report of the Administrator on the United Nations Capital Development Fund (DP/1999/37);

2. Welcomes the work undertaken by the Fund since 1995 in policy review and development as well as in strengthening the focus of its programme activities and strongly endorses its efforts to establish innovative and effective microfinance and local development programmes, including in local governance;

3. Also welcomes the positive assessment of the Fund's work in the recently completed evaluation of its activities since 1995, summarized in document DP/1999/37;

4. Notes that the evaluation contains a number of recommendations on the further strengthening of the United Nations Capital Development Fund activities, directed to the Fund itself, to the United Nations Development Programme and to donors to the Fund;

5. Encourages the United Nations Capital Development Fund to take the necessary action to implement the recommendations in cooperation with all other relevant actors and to report to the Executive Board on its performance within the context of the results-oriented annual report in 2000;

6. Encourages the United Nations Capital Development Fund and the United Nations Development Programme to intensify their collaboration in all relevant areas, most particularly in the fields of local governance and microfinance, and requests the Executive Secretary of the United Nations Capital Development Fund, in consultation with the Administrator and in the context of the results-oriented annual report in 2000, to report on the Fund's partnership with the United Nations Development Programme in these fields, with particular emphasis on evolving roles and responsibilities;

7. Urges the United Nations Capital Development Fund to strengthen strategic alliances with partners, including Governments, civil society, bilateral donors and multilateral agencies, *inter alia*, the World Bank, to enhance the impact of its policies and programmes;

8. Recognizes that overdependence on a limited number of donors carries risks for the long-term financial sustainability of the United Nations Capital Development Fund and invites all countries in a position to do so to make voluntary contributions to the Fund in order to secure adequate funding for its programmes;

9. Requests the Administrator of the United Nations Development Programme to carry out an independent evaluation of the impact of United Nations Capital

Development Fund programmes and projects and to report to the Board thereon in 2003.

17 September 1999

### 99/23. UNDP: multi-year funding framework and support budget estimates for the biennium 2000-2001

The Executive Board

### A. MULTI-YEAR FUNDING FRAMEWORK

1. Reaffirms its decisions 98/23 and 99/1;

2. Takes note of the report of the Administrator on the multi-year funding framework 2000-2003 (DP/1999/30) and the strategic results framework (DP/1999/CRP.12);

3. Welcomes the significant achievement of UNDP both at headquarters and in the field in developing the multi-year funding framework;

4. Recognizes that the multi-year funding framework integrates programme objectives, resources, budget and outcomes with the objective of increasing core resources and enhancing their predictability;

5. Expresses its deep concern about the continuing overall decline in the level of core resources and the continuing overdependence on a limited number of donors;

6. Notes with appreciation the efforts of those Governments that have maintained, maintained at a high level or increased their core contributions to UNDP, and encourages all countries, in particular the donors, and other countries in a position to do so, to increase their contributions and to pay their contributions on schedule to help to put UNDP funding on a predictable, continuous and assured basis and to reach the annual funding target of $1.1 billion;

7. Requests the Administrator, in consultation with the Executive Board, to continue to develop and refine the multi-year funding framework as a strategic management tool, keeping in view decisions 94/14, 98/1, 98/3 and 98/23, to enhance the visibility and focus of UNDP at the corporate and country levels, taking into account the views expressed by the members of the Executive Board at the third regular session 1999;

8. Also requests the Administrator to continue to conduct informal consultations with the Executive Board on the further implementation of the multi-year funding framework cycle, including the development of suitable indicators for measuring outcomes and results, the scope and content of the reporting system, which will start with the submission to the Executive Board of the first results-oriented annual report, for reporting on results and priority

areas of the mandate of UNDP, such as the eradication of poverty, to define clearly the outcomes and results of UNDP programmes;

9. Further requests the Administrator to enable full participation of programme countries in the elaboration, monitoring and reporting of the strategic results framework;

10. Requests the Administrator to submit to the Executive Board at its annual session 2000 proposals for revising and updating the multi-year funding framework, as required, indications of how lessons learned from one multi-year funding framework cycle will be taken into account in the subsequent cycle and proposals for the structure and timing of the multi-year funding framework report;

11. Also requests the Administrator to submit every year, at the third regular session, an updated resources allocation framework on the basis of table 4, included in the integrated resources framework (see DP/1999/30, chap. V);

12. Further requests the Administrator to submit strategic results and integrated resources frameworks, as appropriate, for the funds administered by UNDP and to incorporate them into the multi-year funding framework;

## B. BIENNIAL BUDGET

13. Takes note of the report of the Administrator on the biennial support budget estimates for the biennium 2000-2001, which is an integral part of the integrated resources framework of the multi-year funding framework, as contained in document DP/1999/31, as well as the concerns expressed by delegations during the formal session;

14. Approves the proposals by the Administrator, as contained in paragraphs 38 to 47 of document DP/1999/31, on post resources allocated to country offices by region;

15. Approves the proposal by the Administrator, as contained in paragraphs 48 to 55 of document DP/1999/31, on contributions towards local office costs and, prior to any decision being taken relating to the aforementioned paragraphs, takes into account the following provisions:

(a) UNDP must fully consult with Governments on costs associated with the UNDP local office structure;

(b) Contributions towards local office costs could be met through the mechanisms outlined in paragraphs 52 and 53 of document DP/1999/31;

16. Requests the Administrator to consult with programme countries as to other modalities of meeting government local office costs obligations and report to the Executive Board thereon;

17. Approves the proposal by the Administrator, as contained in paragraphs 112 and 113 of document DP/1999/31, on the United Nations House programme, where appropriate, ensuring that there will be no additional burden on the host countries;

18. Takes note of the report of the Administrator on the current status of cost-recovery practices, as contained in paragraphs 114 to 120 of document DP/1999/31, and requests the Administrator to consult with the Executive Board on cost-recovery practices in the light of the current review by UNDP and any comments provided by the Advisory Committee on Administrative and Budgetary Questions;

19. Requests the Administrator, if the situation requires and taking into account the resource situation, to consult with the Executive Board as to whether a revised 2000-2001 budget is required and requests him to continue to make every effort to contain both the administrative and programme support costs at headquarters and in the field;

20. Approves the proposals by the Administrator contained in paragraphs 105 to 111 of document DP/1999/31 concerning the separation reserve amounting to $7 million and, taking into account the comments of the Advisory Committee on Administrative and Budgetary Questions contained in paragraph 17 of document DP/1999/33, approves $1.5 million for the transitional measures reserve;

21. Approves gross appropriations in the amount of $585,371,600 for the purposes indicated below and resolves that the income estimates of $67,127,000 shall be used to offset the gross appropriations, resulting in estimated net appropriations of $518,244,600;

2000-2001 biennial support budget
(In thousands of United States dollars)

| | |
|---|---|
| Programme support | |
| Country offices | 272 341.9 |
| Headquarters | 59 694.5 |
| Subtotal | 332 036.4 |
| Management and administration | 117 193.6 |
| Support to operational activities of the United Nations | |
| Country offices | 100 729.2 |
| United Nations Development Group Office | 2 583.1 |
| Inter-Agency Procurement Services Office | 3 601.1 |

| | |
|---|---|
| United Nations Volunteers | 29 228.2 |
| Subtotal | 136 141.6 |
| Total gross appropriation | 585 371.6 |
| Less: Estimated income | 67 127.0 |
| Estimated net appropriations | 518 244.6 |

22. Authorizes the Administrator to redeploy resources between appropriation lines up to a maximum of 5 per cent of the appropriation line to which the resources are redeployed;

### FUNDS

23. Takes note of the report of the Administrator on the biennial support budget estimates for the biennium 2000-2001 for the United Nations Capital Development Fund, the United Nations Revolving Fund for Natural Resources Exploration, and the United Nations Development Fund for Women, as contained in document DP/1999/31;

24. Approves gross appropriations for each of the funds as follows:

2000-2001 biennial support budgets
(In thousands of United States dollars)

| | UNCDF | UNRFNRE | UNIFEM |
|---|---|---|---|
| Total appropriations | 13 594.0 | 740.0 | 11 612.1 |

17 September 1999

## 99/24. Funding situation of UNDP and UNFPA

The Executive Board

1. Notes with concern the continuing and significant decline in core contributions to the United Nations Development Programme and to the United Nations Population Fund and in particular the resulting decline in resources available for programme activities;

2. Also notes with concern the impact that such resource shortfalls have on the capacity of the United Nations Development Programme and that of the United Nations Population Fund to meet the increasing needs of programme countries for their assistance;

3. Requests the Administrator and the Executive Director to bring this critical resource situation to the attention of the Secretary-General with a view to mobilizing the support of world political leaders in order to reverse the trend of declining contributions to the United Nations Development Programme and to the United Nations Population Fund.

17 September 1999

### 99/25. Overview of decisions adopted by the Executive Board at its third regular session 1999

The Executive Board

Recalls that during the third regular session 1999 it:

ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its third regular session 1999 (DP/1999/L.4) as orally amended;

Approved the report on the second regular session 1999 (DP/1999/13);

Agreed to the following schedule of sessions of the Executive Board in the year 2000, subject to the approval of the Committee on Conferences:

| | |
|---|---|
| First regular session 2000: | 24-28 January 2000 and<br>31 January 2000* |
| Second regular session 2000: | 3-7 April 2000 |
| Annual session 2000: | 13-23 June 2000 (Geneva) |
| Third regular session 2000: | 11-15 September 2000 |

* Joint session with the UNICEF Executive Board.

Agreed to the preliminary list of items to be discussed at the first regular session 2000 of the Executive Board, as contained in the annex to the present decision;

Agreed to the list of items for 2000 (DP/1999/CRP.11) to be included in the draft work plan for 2000;

UNDP SEGMENT

ITEM 2: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 99/23 of 17 September 1999 on the UNDP multi-year funding framework 2000-2003 and budget estimates for the biennium 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the UNDP budget estimates for the biennium 2000-2001 (DP/1999/33);

Took note of the annual review of the financial situation 1998, including detailed statistical information (DP/1999/32 and Add.1);

Took note of the report on the 1998 annual statistical report, including procurement of goods and services (DP/1999/34);

Took note of the report on information on United Nations system technical cooperation expenditure 1998, including the statistical annex (DP/1999/35 and Add.1);

Adopted decision 99/20 of 17 September 1999 on the United Nations Revolving Fund for Natural Resources Exploration;

## ITEMS 2 AND 6: FUNDING SITUATION OF UNDP AND UNFPA

Adopted decision 99/24 of 17 September 1999 on the funding situation of UNDP and UNFPA;

## ITEM 3: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Took note of the note by the Administrator on assistance to the Democratic Republic of the Congo (DP/1999/36) and authorized the Administrator to continue to approve assistance to the Democratic Republic of the Congo on a project-by-project basis;

Approved the following country cooperation frameworks:

First country cooperation framework for the Central African Republic (DP/CCF/CAF/1);

First country cooperation framework for Antigua and Barbuda (DP/CCF/ANT/1 and Corr.1);

First country cooperation framework for Ecuador (DP/CCF/ECU/1);

First country cooperation framework for Haiti (DP/CCF/HAI/1 and Corr.1);

Took note of the first extension of the first country cooperation framework for Eritrea (DP/CCF/ERI/1/EXTENSION I);

## ITEM 4: SPECIAL FUNDS AND PROGRAMMES

Adopted decision 99/22 of 17 September 1999 on the United Nations Capital Development Fund;

## ITEM 5: UNOPS: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 99/15 of 15 September 1999 on the UNOPS revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on UNOPS budget estimates for 2000-2001 (DP/1999/41);

Adopted decision 99/16 of 15 September 1999 on the level of the UNOPS operational reserve;

Adopted decision 99/17 of 15 September 1999 on the responsibility of the United Nations Office for Project Services in personnel matters;

## UNFPA SEGMENT

## ITEM 6: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 99/21 of 17 September 1999 on UNFPA estimates for the biennial support budget for 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the biennial support budget estimates for 2000-2001 (DP/FPA/1999/14);

Took note of the report on the annual financial review 1998 (DP/FPA/1999/13);

## ITEM 7: TECHNICAL SUPPORT SERVICES

Adopted decision 99/19 of 17 September 1999 on the UNFPA Technical Advisory Programme, 2000-2003;

## ITEM 8: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the following country programmes:

Assistance to the Government of Azerbaijan (DP/FPA/AZE/1);

Assistance to the Government of Kazakhstan (DP/FPA/KAZ/1);

Assistance to the Government of Kyrgyzstan (DP/FPA/KGZ/1);

Assistance to the Government of Pakistan (DP/FPA/PAK/6);

Assistance to the Government of the Philippines (DP/FPA/PHL/5);

Assistance to the Government of Tajikistan (DP/FPA/TJK/1);

Assistance to the Government of Turkmenistan (DP/FPA/TKM/1);

Assistance to the Government of Uzbekistan (DP/FPA/UZB/1);

Approved the extension of and additional resources for the country programme for Haiti (DP/FPA/HTI/2/EXT1);

## ITEM 9: OTHER MATTERS

Adopted decision 99/18 of 17 September 1999 on ICPD+5;

Took note of the oral report on the activities of the Joint United Nations Programme on HIV/AIDS.

17 September 1999

## Annex

## EXECUTIVE BOARD OF UNDP/UNFPA

## FIRST REGULAR SESSION 2000
(24-28 JANUARY 2000 AND 31 JANUARY 2000)

### Preliminary list of items

| | |
|---|---|
| Item 1. | Organizational matters, including the annual work plan 2000 for the UNDP/UNFPA Executive Board |
| | UNDP segment |
| Item 2. | UNDP business plan |
| Item 3. | Change management |
| Item 4. | Financial, budgetary and administrative matters: revised UNDP Financial Regulations and Rules |
| Item 5. | Country cooperation frameworks and related matters |
| Item 6. | United Nations Development Fund for Women |
| Item 7. | Evaluation of the relationship between UNOPS and UNDP |
| | UNFPA segment |
| Item 8. | Country programmes and related matters |
| Item 9. | Financial, budgetary and administrative matters |

Item 10. Technical Advisory Programme, 2000-2003

UNDP/UNFPA joint segment

Item 11. Implementation of recommendations of the Board of Auditors

Item 12. Field visits

Item 13. Other matters

- UNDP corporate communication and advocacy strategy
- Coordinating Committee on Health

JOINT SESSION OF THE EXECUTIVE BOARDS OF UNDP/UNFPA AND UNICEF

## Annex II

## MEMBERSHIP OF THE EXECUTIVE BOARD IN 1999

(Term expires on the last day of the year indicated)

African States: Botswana (2000); Democratic Republic of the Congo (2000); Ethiopia (2001); Ghana (2000); Guinea (1999); Libyan Arab Jamahiriya (1999); South Africa (2000); United Republic of Tanzania (2000).

Asian and Pacific States: China (2000); India (2001); Kyrgyzstan (2001); Lebanon (2000); Pakistan (1999); Republic of Korea (2000); Thailand (1999).

Latin American and Caribbean States: Antigua and Barbuda (1999); Brazil (1999); Cuba (2001); Guatemala (2001); Jamaica (2000).

Eastern European and other States: Belarus (2001); Czech Republic (2000); Russian Federation (1999); Ukraine (2001).

Western European and other States: Austria (1999); Canada (2001);* Denmark (2000);* Germany (2000); Ireland (2000); Italy (2001); Japan (1999); Spain (2000);* Sweden (2000); Switzerland (2001); United Kingdom (1999); United States of America (2001).

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* On the basis of the rotation agreement among the Western European and other States, Spain, Denmark and Canada will be replaced in 2000 by France, Norway and New Zealand, respectively.